

NEWS: INTERNATIONAL

Hopes rise of early talks on Mideast

By Tony Walker in Cairo

ARAB states and Israel are expected to resume peace negotiations in Washington early next month after a meeting in Damascus at the weekend of Arab foreign ministers endorsed an early resumption.

Mr Farouk al-Shara, the Syrian foreign minister, said the Arabs were ready to resume bilateral talks "as soon as possible". In Jerusalem, officials at prime minister Mr Yitzhak Rabin's office said they had not received any formal invitation and expressed reservations about meeting at such an early date. However, they indicated they would accept Washington as venue for the talks.

Mr James Baker, the US secretary of state, who completed a Middle East tour last Friday aimed at revitalising the peace process, had urged both Israel and its Arab neighbours to bring forward talks.

He suggested the two sides should re-convene on August

10. Previously, they had agreed to hold the sixth round of bilateral negotiations in Rome in September, but the defeat of the hardline Likud government in Israel and its replacement by the dovish Labour party prompted renewed efforts to accelerate the process.

Israel and the representatives of Syria and Lebanon plus a Jordanian-Palestinian team have held five rounds of desultory discussions on issues of land and peace since the US-sponsored process started in Ramallah last October.

Syria, Lebanon and Jordan were represented in Damascus by their foreign ministers. Mr Farouk Kaddoumi, head of the Palestine Liberation Organisation's "political department", represented the Palestinians.

Also in attendance was Dr Haider Abu Shafiq, the head of the Palestinian delegation on the peace talks.

Dr Shafiq is from the Israeli-occupied Gaza Strip.

Israel bank warns on loans guarantee waste

By Hugh Carnegy in Jerusalem

ISRAEL'S central bank yesterday warned the government not to waste on current spending \$10bn in US loan guarantees it now expects to secure. It said they must be used to finance productive investment which would ensure the loans can be repaid, listing the country's heavy defence spending among expenditures that must be reviewed.

Mr Jacob Frenkel, the governor of the Bank of Israel, told a cabinet meeting that winning the loan guarantees, sought to help finance the absorption of mass immigration from the former Soviet Union, would increase confidence and invest-

ment in an economy burdened by sluggish growth and high unemployment.

The new Labour coalition aims to use the guarantees to underwrite a big foreign borrowing programme that is a cornerstone of its recovery plans. It is confident they will be released following the government's move to curb Jewish settlements in the occupied territories, in keeping with US conditions for the aid.

Mr Frenkel told ministers the guarantees must be used to support business policies that would produce sustainable growth. He said the government must accelerate investment in infrastructure, education and training, reduce corporate taxation and speed reforms such as privatisation.



Supporters of the African National Congress demonstrate in Johannesburg at the weekend in the run-up to mass protests designed to topple the government.

Seoul seeks to resolve impasse with N Korea

SOUTH Korean officials are hoping offers of economic aid made last week will persuade North Korea to break a stalemate on nuclear inspections.

North and South Korea signed reconciliation agreements last December, including a ban on nuclear weapons. But talks on implementation of the pacts have become bogged down. Pyongyang is refusing to allow South Korean counterparts in Seoul to conduct checks of suspected nuclear research facilities, which would complement scheduled inspections already being made by the International Atomic Energy Agency. In response, South Korea has frozen planned investments in North Korea.

But with a presidential election in December, Seoul wants to find a settlement by the autumn. The country's big business groups, some of which are strong supporters of the ruling Democratic Liberal Party, are growing impatient at the delay in entering North Korea. By inviting Mr Kim Dal-hyon, the North Korean deputy prime minister, to tour industrial facilities in South Korea last week, Seoul wanted to underscore to Pyongyang that it has much to gain economically if it makes a concession on the nuclear issue.

Mr Kim is believed to be one of few senior North Korean officials receptive to Seoul's offer. His position as trade minister and chairman of the External Economic Committee has led to his support for opening the country to foreign investment and expanding trade to bolster the troubled North Korean economy. He is also a nephew of Kim Il-sung, the North Korean leader.

Talks on economic co-operation will continue. Mr Choi Gak-kyu, head of the Economic Planning Board, the most powerful economic agency in

skilled, but cheap, labour and its raw materials, including minerals such as zinc. At present there is no South Korean investment in North Korea.

Daewoo has taken the lead in building contacts with the north over the Nampo complex and Mr Kim Woo-choong, the Daewoo chairman, recently met Mr Kim in Moscow to discuss construction of a natural gas pipeline from Russia through North Korea to South Korea.

Samsung and Lucky-Goldstar have trade relations with North Korea and import textiles and raw materials.

Hyundai's interest in North Korea has cooled following an aborted attempt to forge economic ties in 1988 when Mr Chung Ju-yung, the Hyundai chairman, visited Pyongyang. Plans for Hyundai to develop a holiday resort area and a ship repair yard floundered after objections by Seoul. Hyundai also angered North Korea by seeking timber concessions in the Russian Far East, also sought by Pyongyang.

Despite the recent freeze on economic relations trade links between the two countries, which were formalised in April 1991, increased by 31 per cent to \$165.9m (\$m) during the first half of 1992.

John Burton on the thinking behind Seoul's offer of aid

Seoul is expected to travel soon to North Korea. Seoul will also send a study team to examine a proposed industrial complex in the port city of Nampo, south-west of Pyongyang.

South Korean companies are interested in investing in North Korea because of its

Japan's voters spurn 'ox-walking' opposition

By Hen Kichi Miyazawa

HEN Mr Kichi Miyazawa, the Japanese prime minister, last night painted in the eye of a traditional *dōrōma* doll to celebrate the ruling Liberal Democratic party's electoral successes, the country's opposition parties' leaders pointed to a record low turnout as evidence of disillusionment with the LDP.

But the turn-out was more a measure of popular disgust with the opposition parties and, in particular, the Social Democratic party (SDPJ), which was called the Socialist party when it scored a remarkable victory in the 1989 upper House election.

Last night, Miss Takako Doi, the party's leader during that triumphant campaign, insisted that the country "must not forget the hundreds of thousands who died in the [second world] war". Her statement was a defence of the party's decision to focus its campaign on the use of Japanese military personnel for international peace-keeping organisations, and to ignore most other issues.

However, Miss Doi, replaced as party leader last year, is herself a symbol of the inability of the SDPJ to make itself a genuine alternative to the LDP. During the past three years, the ruling party has been tainted by scandals and factional feuds, and yet popular support for the leading opposition party has crumbled.

For many Japanese, the party has become known as system they encourage, are rightly famous, the SDPJ is also deeply divided and remains under the influence of an ideological left wing.

"Seventy per cent of the party is to the right of the left wing", as a senior official put it, but the remaining 30 per cent, including Miss Doi herself, controls many of its policy-making committees. This left-wing faction is almost incoherent on issues such as relations with the US and the status of South Korea - the faction is a firm supporter of North Korea and Kim Il Sung, its authoritarian Great Leader.

The SDPJ has been feeble in fashioning economic policy and its present leader, Mr Makoto Tanabe, preferred to attack

the "ox-walking opposition", a reference to the painfully slow steps taken during the parliamentary vote last month on peace-keeping legislation.

Japanese harbour doubts about that legislation, but they are also looking for sound economic management and a fairer share of the public works portmanteau. The inability of the SDPJ to offer an alternative is rooted in the factional make-up of the party. While the LDP's factions, and the patronage

system they encourage, are rightly famous, the SDPJ is also deeply divided and remains under the influence of an ideological left wing.

"Seventy per cent of the party is to the right of the left wing", as a senior official put it, but the remaining 30 per cent, including Miss Doi herself, controls many of its policy-making committees. This left-wing faction is almost incoherent on issues such as relations with the US and the status of South Korea - the faction is a firm supporter of North Korea and Kim Il Sung, its authoritarian Great Leader.

For many Japanese, the party has become known as

a 3 per cent value-added tax introduced before the 1989 election than to recommend measures to stimulate the slowing economy.

Last night's results are a victory for Mr Miyazawa, whose first few months in office were awkward. His faction manager, Mr Funio Abe, was forced to resign in January when arrested for allegedly accepting bribes, and it was rumoured then that Mr Miyazawa would be replaced before the summer.

Among the smaller opposition parties, last night's results confirmed that Komite (the Clean Government party) can rely on its religious base, the Soka Gakkai movement, to deliver the votes to maintain its minority status. But Rengo, the trade union party, discovered that it cannot rely on its union base to ensure success, as it appears not to have won a seat.

One of the parties that was supposed to lead a "realignment of Japanese politics", Rengo, brawled publicly over the peace-keeping legislation with the SDPJ, which had supported that party's candidates at the previous election.

Rengo argued in favour of lower taxes and higher pensions, but when Mr Tasaburo Furukawa, the party's secretary-general, was asked before the election about plans for an opposition party alliance, he replied vaguely: "We have a plan, but we can't discuss it now." Voters were apparently not impressed.

Hurd to discuss China dispute

By Simon Holberton in Hong Kong

BRITAIN'S foreign secretary, Mr Douglas Hurd, arrived in Hong Kong yesterday for a two-day visit expected to be dominated by a dispute between Britain and China about how to finance a big new airport, and local demands for more democracy.

On his arrival Mr Hurd said the dispute over the HK\$175.3 (\$22.3bn) airport would be solved within the framework agreed between Mr John Major, the UK prime minister, and Mr Li Peng, his Chinese counterpart, in Beijing last September.

That agreement was regarded at the time as a successful conclusion to two years of often bitter talks. Mr Hurd said he did not know how long the latest round of talks would take.

China has castigated the Hong Kong government for disclosing details of the negotiations. It is concerned about the cost of the project and the financial support which the government plans to make available to public sector cor-

porations constructing key projects.

But Hong Kong officials believe China's stated concerns are a cloak for larger worries about the pace of democratic development in the colony. They are also perturbed by the plans of Mr Chris Patten, the new governor, to consult locally about political matters before he makes any decisions.

Mr Patten seems determined not to be pushed into early decisions. He plans to reshape his cabinet at about the time he opens a session of the local legislature on October 7.



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NEWS: INTERNATIONAL

Iraqi president flexes muscles in strongest challenge yet to UN resolutions

Saddam pulls back from brink

By Tony Walker in Cairo

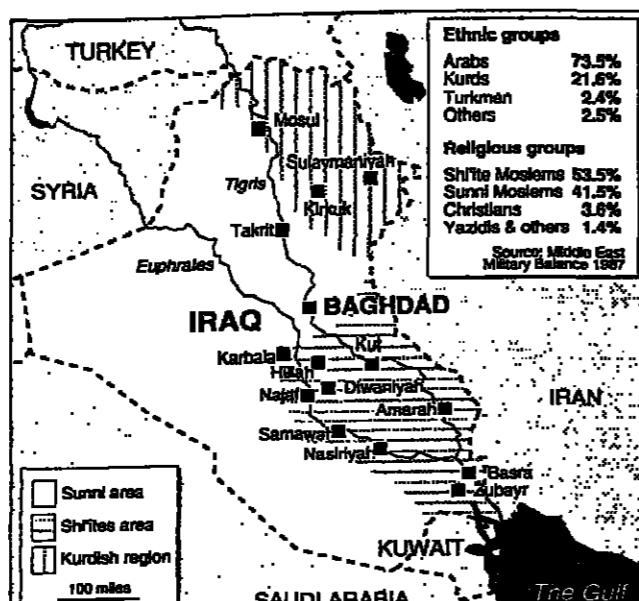
PRESIDENT Saddam Hussein has once again pulled back from the brink of a fresh military confrontation with the west. But on this occasion he came closer to provoking military action than at any time since the end of the Gulf conflict in February last year.

Iraq's refusal to grant access for United Nations weapons inspectors - charged with identifying and dismantling Iraq's weapons of mass destruction - to the agriculture ministry in Baghdad was the strong challenge yet to the terms of the UN Gulf ceasefire resolutions. It also coincided with signs of increasing defiance from Baghdad.

Earlier this month in a speech that recalled some of his more bombastic statements during the Gulf crisis, Mr Saddam sneered at the UN, the west and its regional allies.

The UN Security Council, he declared, had become "an advertising billboard for US interests and policies towards the world." He condemned what he described as the "miserable actions and deeds of this international organisation."

Some regional experts see the new tone as a sign that the regime, which is under increasing pressure domestically - reports of coup plots and terrorism abound - is seeking to redeem its authority. Others argue that, having resisted pressure for more than year, he is in a stronger position to thumb his nose at international opinion. It is possible a combination of



these two factors is at work.

Iraqi perversity has been apparent for weeks. Apart from barring the weapons inspectors from the agricultural ministry, Baghdad has:

- Refused to co-operate with a UN commission charged with re-drawing its boundary with Kuwait;
- Objected to the terms for the UN-supervised sale of Iraqi oil to pay for humanitarian supplies;
- Stalled on the renewal of an agreement covering the presence of UN guards and humanitarian groups in Iraq;
- Begun using fixed-wing military aircraft, according to western intelligence, in defiance of the Gulf conflict cease-

fire. Iraqi MiG-23s have reportedly flown missions against Shi'ite rebels hiding out in the marshes south of the town of Amara on the Tigris.

Stepped-up military operations against the rebels would tend to support the view that the Iraqi regime is flexing its muscles again, although reports persist of serious morale problems in the higher ranks of the military and of an increasingly beleaguered President Saddam, relying even more on his small clan of supporters from his home area of Tikrit, north of Baghdad.

There have been frequent reports in the past year of coup attempts, most of them emanating from Iraqi opposition

sources living abroad. The most recent attempt, according to Iraqi emigres, occurred in late June when four Republican Guard officers plotted to blow up the Iraqi leader's car.

The alleged coup plot has coincided with reports of a continuing purge of the military. As many as 200 officers are said to have been stripped of authority and some executed.

However, as recently as last month, US intelligence concluded that the Iraqi leader had strengthened his position in the past year, an embarrassment for the US administration, which is dogged by criticism that it has not done more to get rid of Mr Saddam.

A national intelligence estimate, which represented the combined efforts of various US intelligence agencies, reported that, with the help of Jordan and by using hidden Iraqi reserves, the regime had begun rebuilding its infrastructure.

President Saddam had also re-organised his military and his five security services to strengthen control.

Western intelligence has been paying particular attention to ways in which Iraq may be funding imports of goods, including the purchase of military spare parts in contravention of UN ceasefire terms.

But no breakthrough has been reported in the search for Mr Saddam's "billions". Some \$5.5bn of Iraqi assets abroad have been identified and frozen, but a slush fund controlled by the Iraqi leader has not been found and doubts remain whether it exists.

In spite of Iraqi efforts to re-equip its re-organised military, western experts doubt the regime has surprises in store against the surgical bombing strikes that might have been contemplated by the allies.

During the Gulf conflict Iraqi surface-to-air missiles proved ineffective and Scud medium-range missiles aimed at Israel and Saudi Arabia were wildly inaccurate. Kurdish intelligence reports that Iraq is still holding on to some of its Scuds and their launchers, but numbers have been reduced.

Western experts estimate that about 50 per cent of Iraq's ground forces were destroyed. Main battle tanks, ranging from Chieftains to Russian-supplied T-72s were reduced from nearly 6,000 to fewer than 3,000. Numbers of serviceable armoured personnel carriers and artillery pieces were also halved.

The loss of most of Iraq's frontline fighter aircraft, flown to "safety" in neighbouring Iran during the Gulf conflict, has been another blow. These fighters are reportedly being integrated into the Iranian air-force.

Mr Saddam almost certainly recognises that his capacity to resist is almost nil, but this feebleness is not, it seems, being allowed to detract from a political strategy of brinkmanship and defiance.

While the latest crisis has been defused, it is almost certain that there will be further confrontations with the UN and the west. The danger for Mr Saddam and for the region is that he will miscalculate and go beyond the brink.

UNDER PRESSURE: some experts believe Saddam is seeking to redeem his authority

Arab states maintain low profile over confrontation

By Tony Walker

ARAB states have kept relatively quiet over the drama being played out between Iraq, the United Nations and the western powers, with Egypt virtually alone in commenting on the crisis.

In Damas on Friday, Mr Amr Moussa, Egypt's foreign minister, expressed the hope that the issue could be resolved peacefully and that "we shall not be in need of any escalation".

With the Arab world deeply divided following Iraq's 1990 seizure of Kuwait, it was most unlikely that a common front would have emerged in any case to oppose western military action.

But there is also little doubt that such states as Egypt and Syria, which contributed ground forces to the removal of Iraq from Kuwait, had little enthusiasm for further conflict.

In March this year, when a similar crisis arose over Iraq's tardiness in complying with the Gulf war ceasefire resolution, both Egypt and Syria came out against the use of force.

Not much has changed since then except that the moderate Arabs, including the Gulf states, will have been disconcerted by signs that the Iraqi president is again flexing his muscles, and heaping scorn on pro-western Arab leaders.

Gulf rulers, namely those of Kuwait and perhaps Saudi Arabia, are unlikely to have been as squeamish, however, about some form of military strike against Iraq as their Egyptian and Syrian brethren.

But they wanted to be sure that if action had been taken it would have amounted to something more than a slap on the wrist for Mr Saddam. The spectacle of the Iraqi leader grinning in his Baghdad citadel

having survived another allied strike would not have brought much comfort to jittery Gulf rulers.

The Saudis, for one, would probably prefer the US and its allies to step up their efforts to destabilise the Iraqi regime rather than engaging in a high-profile bombing raid that yields little dividend.

Adding to irritation among Gulf rulers and the Saudis in particular will have been the renewed criticism over the weekend of Saudi oil policy from Mr Abdel Razak al-Hitti, Iraq's oil minister, who charged that the kingdom was squandering millions of dollars a day by overproducing.

The Iraqi official claimed that Saudi Arabia was losing \$3m a day by "deliberately destabilising the international oil market". Kuwaiti overproduction and its depressing effects on oil prices was one of the pretexts cited by Iraq for the August 1990 invasion.

Main UN resolutions

The main UN resolutions following the Iraqi invasion were:

- 660: Invasion of Kuwait condemned and Iraqi withdrawal demanded. August 2.
- 661: Trade sanctions imposed. August 2.
- 662: Iraq's annexation of Kuwait declared null and void. August 9.
- 664: Iraq ordered to allow foreign nationals to leave Iraq and Kuwait. August 18.
- 666: Shipment of food to Iraq and Kuwait agreed by Iraq in case of humanitarian need. Sept 13.
- 670: Air traffic with Iraq and occupied Kuwait prohibited. Sept 25.
- 678: Kuwait's allies authorised to use all necessary means to uphold and implement Resolution 660 etc, to restore peace and security in the area if Iraq does not withdraw from Kuwait before 15 January, 1991. Nov 29

By George Graham in Washington

THE past week's confrontation between Iraq and the United Nations placed the US administration in a quandary. If President Saddam Hussein did not learn his lesson in the destruction wrought on his army and his nation by Operation Desert Storm, what kind of action would be likely now to force him to comply with the ceasefire terms he grudgingly accepted a year and half ago?

Yesterday's apparent climb-down by Iraq averted any immediate need for military action, but US officials feared that the stand-off at the agriculture ministry in Baghdad - where UN inspectors had been stopped from entering in pursuit of their quest for details of Iraq's programme to build nuclear and chemical weapons - was just one facet of a much broader pattern of Iraqi defiance in recent weeks.

The regime has been razing rebellious Shi'ite villages in the south of the country, dam-

ming up the waterways that will have to keep their target list close to hand, for there are few in Washington who believe that President Saddam will not try his luck again.

Officials fear, moreover, that while limited military action could well force an Iraqi retreat in any particular confrontation, nothing short of the removal of Mr Saddam is likely to bring Baghdad permanently to its knees.

Pentagon planners have warned President George Bush that they cannot guarantee President Saddam's death or removal without a ground invasion of Iraq in even greater force than that brought to bear for Desert Storm - an option that appears unlikely to be acceptable either internationally or domestically.

Mr Dick Cheney, the defence secretary, said yesterday that Mr Saddam was a legitimate target though incidental target as part of the Iraqi chain of command, but that the only way to ensure his capture would be to send a lot of American

troops to downtown Baghdad. He defended, however, last year's decision not to pursue the Desert Storm campaign all the way to the Iraqi capital.

The question is how many additional American casualties would you have been willing to accept to get Saddam Hussein? And my answer was then and is now, not very damn many," Mr Cheney said.

Without Mr Saddam's ouster, Iraq remains a political albatross around President Bush's neck. Governor Bill Clinton, the Democratic presidential candidate, has affirmed his complete backing for the president in the confrontation, but missed an opportunity to remind his listeners of the Bush administration's cosy relationship with Mr Saddam right up to Iraq's invasion of Kuwait.

More damaging than these questions about Mr Bush's pre-war Iraq policy, however, is the image of a president as baffled and powerless as President Jimmy Carter in the face of the Iranian hostage crisis in 1980.

The regime has been razing rebellious Shi'ite villages in the south of the country, dam-

INTERNATIONAL ECONOMIC INDICATORS: PRODUCTION AND EMPLOYMENT

INTERNATIONAL ECONOMIC INDICATORS: PRODUCTION AND EMPLOYMENT												
Yearly data for retail sales volume and industrial production plus data for the vacancy rate indicator are in index form with 1985 = 100. Quarterly and monthly data for retail sales and industrial production show the percentage change over the corresponding period in the previous year, and are positive unless otherwise stated. The unemployment rate is shown as a percentage of the total labour force. Figures for the composite leading indicator are end-period values.												
	UNITED STATES		JAPAN		GERMANY		FRANCE		ITALY		UNITED KINGDOM	
	Retail sales volume	Industrial production	Unemployment rate	Vacancy rate indicator	Retail sales volume	Industrial production	Unemployment rate	Vacancy rate indicator	Retail sales volume	Industrial production	Unemployment rate	Vacancy rate indicator
1985	100.0	100.0	7.1	100.0	100.0	2.6	100.0	96.5	100.0	100.0	5.6	103.9
1986	105.7	101.0	6.9	98.0	108.1	2.8	94.3	105.4	103.3	102.4	10.4	102.2
1987	106.3	105.9	6.1	105.5	109.9	1.3	103.1	105.4	102.5	103.1	10.5	108.0
1988	112.3	111.8	5.4	106.1	114.2	2.5	113.9	122.8	106.5	102.5	10.7	102.0
1989	114.7	114.5	5.3	99.3	113.2	2.2	119.5	120.4	114.2	111.3	11.7	113.0
1990	114.2	115.7	5.4	94.5	109.1	2.1	125.3	124.4	117.2	114.7	11.5	112.5
1991	112.0	113.5	6.6	119.4	145.0	2.1	144.1	130.8	120.3	113.3	10.8	115.4
3rd qtr. 1987	-1.4	-2.1	6.7	60.9	112.5	1.0	1.2	2.1	141.6	124.5	0.5	1.9
4th qtr. 1987	-0.5	-0.5	6.9	59.1	114.4	1.9	1.6	2.1	140.3	123.4	0.2	1.7
1st qtr. 1988	3.5	1.3	7.1	59.8	118.7	-4.6	2.0	1.3	133.8	125.5	-2.9	1.3
2nd qtr. 1988	1.8											
July 1991	-1.2	-2.1	8.7	101.1	112.6	-0.3	2.1	2.2	140.2	124.1	3.5	3.6
August	-1.8	-2.3	8.7	108.8	112.1	-4.5	0.2	2.1	137.5	122.7	-1.4	4.4
September	-1.2	-2.0	6.7	108.9	112.5	-1.2	1.3	1.7	137.5	124.5	-0.1	4.4
October	-0.8	-1.4	6.8	108.4	112.9	-1.6	1.8	2.1	143.5	124.2	0.3	4.3
November	-1.3	-0.2	6.8	59.1	113.6	4.1	1.2	2.1	139.0	123.9	-0.2	4.3
December	0.5	0.2	7.0	59.8	114.4	0.0	1.5	2.1	138.3	123.4	0.7	4.3
January 1992	4.9	0.2	7.0	65.1	116.5	0.8	1.5	2.0	131.1			



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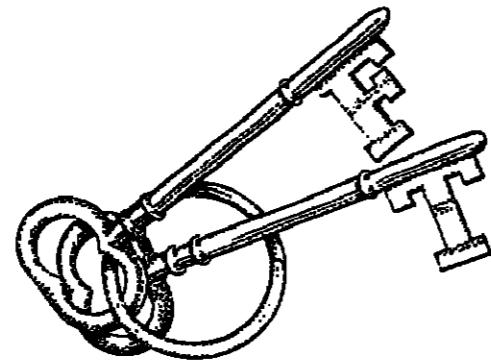
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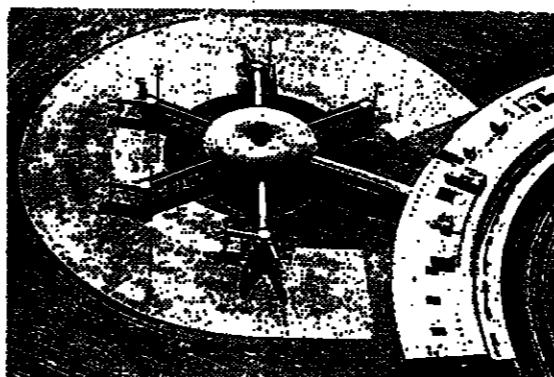


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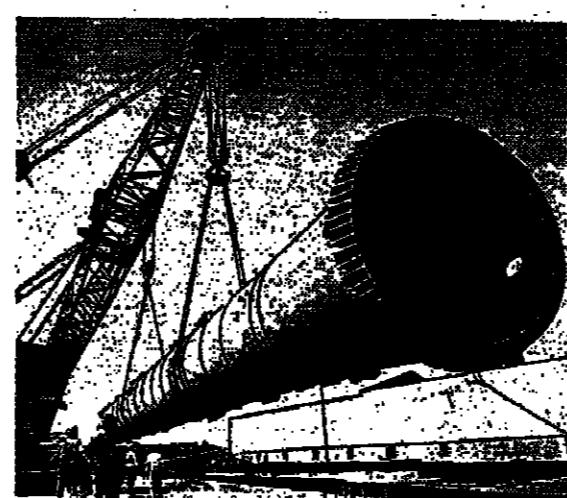
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'Someone even swore at the chairman...'

Michael Cassell on people who work at Lloyd's, where the extraordinary meeting demanded by Names is to be held today

BARRY McDONNELL, touching seven feet tall in his black and gold top hat, hurries from the sentry box outside Lloyd's of London to usher his chairman's Daimler into the lunchtime traffic.

Mr McDonnell, a liveried waiter, stands sentinel in Lime Street to the world's oldest insurance market. A man of unfashionable servility, who pockets £6 extra for candlelit functions in the 11th floor dining room, he fiercely defends the 300-year-old institution housed behind him in a stainless steel and translucent glass tower and which daily sucks in £30m of insurance premiums.

Mr McDonnell strikes a realistic note. "Things have been very difficult, sir," he explains.

"There is tension in the air. Someone even swore at the chairman on his way out after the annual meeting. I had to remind him that, whatever has happened, we are all still gentlemen here."

Good manners, along with the guiding principle of utmost good faith which has endured since marine insurance began in a Tower Street coffee house, are being tested to breaking point at Lloyd's.

The announcement of losses of £2bn during 1991 follows an unprecedented run of natural and man-made disasters. Now the most reputable, rock-solid society of underwriters is enduring its own brush with catastrophe.

On the 11th floor, with its incongruous chandeliers and Adam Room, members of the governing council today face an extraordinary general meeting and votes of no confidence. Some have received hate-mail and abusive telephone calls.

The spectacular calling to account of those who staked their all on the promise of profit - but now live with the stomach-churning reality of unlimited personal liability - has taken a heavy toll.

Fort Orions are said to have replaced Ferraris. Cries of "Bankrupt" slip as easily off the tongue as the fresh Galway Bay oysters that used to start a lunch at Wheeler's.

The preamble to the Insurance Act passed during the reign of Elizabeth I laid down

that after catastrophe "there follovet not the undoing of any man but the loss againte rather easilie upon many than heareable upon fewe..."

"Undoing" there has been. Accusations of incompetence and betrayal are poised to lead into what one weasled soul has dubbed "the slurry pit of legislation".

Many Names have fled the market - some to face ruin. More than 6,000 have gone in 18 months and more will follow, leaving behind unproven allegations that working Names with inside knowledge sacrificed outside Names to save their own skins.

'We are all barrow boys in pin-striped suits who like making money'

David Rowland
Sedgwick chairman

'Things have been very difficult, sir... whatever has happened, we are all still gentlemen here'

Barry McDonnell
Lloyd's doorman

Not surprisingly, the members' agents responsible for entry into the club say enquiries from prospective Names are down to a dribble.

Insurance is supposed to be dead boring. But this lot are straight out of a disaster movie", laughs Sam Niblock, a streetwise sandwich maker, waving at the lunchtime crowd spilling on to the pavement outside the Lamb Tavern in Leadenhall Market.

Underwriters and brokers, who live or die by each other's efforts, mingle with aspiring assistants to sip spritzers under the Victorian street market's ironwork canopy. They swap gossip - part of the broth of the insurance business since the 17th century.

Mark Bowen, a bank clerk turned broker who specialises in big construction projects, has just had a quick cappuccino at the Croissant Express with a deputy underwriter. They will

meet later at Lloyd's when a stamp and signature on Bowen's slip will seal a promise binding in honour, if not necessarily in law.

Nathan Philips, whose plummy tones hint at youthful privilege, says his priority is to complete professional indemnity cover for a Hong Kong structural engineering business. Clutching his "Sushi de luxe" lunch box, he complains: "It's proving tricky. You'd think the Chinese had already marched in."

Though they may not all approve of the comparison, those at Lloyd's have much in common with the crew at Linwood's, the local fishmonger, or at Booths, the florist which delivers flowers or fluty bears carrying messages.

In the words of David Rowland, chairman of international broker Sedgwick and leader of the recent investigation into Lloyd's governance: "We are all barrow boys in pin-striped suits who like making money."

The Lime Street insurance market does not flog flounders or frisees and its traders wear Gieves & Hawkes suits and Gucci loafers rather than rubber gloves or aprons. Shirt sleeves or short skirts inside the famous underwriting room may even bring reprimands from a discreet waiter. But it is, for all that little more than a marble-floored bazaar in which the highest risk is touted for the lowest fee.

If your client seeks protection from war risks, head for Stephen Merritt's underwriting box; don't forget George Lloyd-Roberts if insuring babies against illness; call on Danny Chappell if you want cover for a film racehorse that might go berserk.

It is Lloyd's readiness to consider the unusual, encouraged by its individualistic heritage, that adds plausibility to its public image. Beside insurance terms of "long tail", "short tail" and "excess-of-loss" stand less traditional alternatives such as "Samurai" cover - "so bloody risky you deserve to have your head cut off".

Whether it is film stars' legs, wine tasters' palates or rock star's voices - Lloyd's will usually oblige. Fish can be insured against drowning and



Old meets new: Barry McDonnell in traditional livery outside the Lloyd's building

satellites against wandering off into the wide black yonder.

But in spite of its openness for diversity, the recent contraction in the market, aided by imploding syndicates and shotgun mergers, means the number of syndicates is down to 278 - nearly 100 fewer than last year. There is the more vacant trading space than at any time since the present building opened in 1985. Rents, which can reach £20,000 a year for a modest perch, might fall.

Earnings have fallen after being

stoked in the 1980s by big commissions and syndicate fees. But many still earn well over £100,000 a year.

Most brokers remain salary slaves, but high-rollers can strike deals which include a share of the action. A few are said to have broken the film barrier.

Julian Messent, a geology graduate who decided to become a broker after a boozy night in the Duke's Head, Putney, is looking for £400m cover on a Chilean copper and gold mine. A Latin American prop-

erty expert with Alexander Howden, he has researched his risk well and lined up a lead signature. He wants Jeremy Austin, underwriter at F.R. White, to add his stamp.

The two regularly play

squash but the negotiation is strictly business. Mr Austin signs a line and Mr Messent makes for Mark Donald, a shaker-and-mover who has made a name as an expert in issues relating to property, sabotage and terrorism.

Peter Tritton, a colleague of

Mr Messent, sums up the bargaining process: "It's all about peer respect, gut feelings, intuition and accurate intelligence.

"If someone lies in here... news goes from one corner of the building to the other in a flash. If you get found out, your credibility is shot."

But Lloyd's credibility is at stake, having found itself sucked into the maelstrom of the "anything goes" economy of the 1980s.

Paul Barnes, a would-be painter turned non-marine underwriter, scans a £25m claim for snow damage from the Israeli Flower Board before reflecting on what has gone wrong at Lloyd's. He has a saying, "volume is vanity, profit is sanity" to sum up his view of a market that took its eye off its prime duty to secure profitable business for its Names in favour of winding premium income.

A senior broker at Fenchurch Group comments:

"It was the mood of the times.

Too many underwriters threw caution to the wind. They were doing things they did not really understand."

What they did understand,

and lap up, was the wave of entertainment that oiled the wheels of a booming business.

"It's amazing how many

underwriters got a suite in one

or more of the luxury hotels

they agreed to insure," says Phil Guthrie, a non-marine broker who admits to his own

share of treats from clients.

While Lloyd's tries to regain

its footing, the job of re-establishing its reputation continues.

In the claim office, housed

in the old Lloyd's Room across

the street, Bob Moore and his

team work on to demonstrate

that, whatever the problems,

payout calls are promptly met.

But if the money is still flowing

out, people such as Keith

Leonard, managing director of

R.W. Sturge, one of the Sturge

members' agencies, are doing

their damndest to keep it coming in. A cheque for £190,000

has just arrived.

Mr Leonard, who has a six-

figure sum to find, also gets

daily letters of resignation

from Names. "There's no sense

to it," he rails, "they are pulling

out at the bottom of the

worst cycle and will miss the

upturn."

Back in the Room, Paul

Barnes muses on risks

attached to a sewer back-up in

Saskatchewan and ponders on

a critical time for a great British institution.

"We've all got one last shot

to get to the promised land," he

says. "Blow it and God knows

where we'll all end up."

Paisley demand clouds Ulster talks

By David Owen

TELEVISION between participants in the adjourned talks on Northern Ireland's political future appeared to be mounting yesterday after the Reverend Ian Paisley, Democratic Unionist leader, warned that the talks would fail if the Irish Republic did not agree to drop its territorial claims to the province.

The mainly Roman Catholic Social Democratic and Labour party said Mr Paisley's

remarks were "not encouraging". His attempts to turn the abandonment of the Republic's constitutional claim over the province into a pre-condition for continuing the talks conflicted with the principal accepted by participants that nothing would be agreed formally as long as any issue was still outstanding.

Mr Paisley challenged Dublin to remove two articles in the Republic's constitution. "If they continue to say no, we have a claim over you... then

they will have brought the talks to an end," he said.

In a fresh move, the Democratic Unionists intend to use the five-week summer recess in the talks to send other participants a "shopping-list" of "problems" that the party has with their respective positions and would want them to address.

"Strand two" talks between leaders of political parties in Northern Ireland and the British and Irish governments adjourned on Friday with an

invitation to participants to "prepare papers to assist the progress of deliberations following the recess".

When they reconvene on September 2, the hard bargaining - if there is to be hard bargaining - will need to begin, building on this month's preliminaries where participants set out their starting positions.

The new timetable was facilitated by an agreement to put back until the week beginning September 28, the earliest date

on which the next meeting of the Anglo-Irish Conference would take place.

Meanwhile, a meeting between the British and Irish governments in Dublin this week will mark the start of "strand three" - a new phase in the complex talks structure.

This is regarded as particularly significant by Unionists as the 1985 Anglo-Irish Agreement, which they oppose because of the role it gives Dublin, will be on the negotiating table.

Fleet operators are worried by indications that the document will include an undesirably long and detailed

consultation process.

The investigation of employee-involvement schemes in 25 companies was conducted by the Manchester School of Management and took nearly two years. The results were

said by the Department of Employment to show that most

employees welcome involvement schemes.

But the report also includes some less encouraging findings. A survey of 700 employees in 18 of the organisations found that 81 per cent of respondents thought team briefings did not lead to greater management openness and 8 per cent said it decreased openness.

Fifty-nine per cent said team briefings did increase their information about the company but 41 per cent said there was either no change or an actual decrease in information.

In spite of the widespread introduction of team briefings, house journals, total quality management, customer care initiatives and joint consultation committees in the 25 companies during the 1980s, only 49 per cent of respondents felt that communication had improved.

Twenty-six per cent said it was about the same and 26 per cent said it was either worse or much worse.

The report tried but failed to establish any relationship between employee involvement and overall corporate performance. It suggests that it may be better corporate performance that facilitates employee involvement rather than the other way round.

New Developments in Employee Involvement. Research Management Branch, Employment Department, Moorfoot, Sheffield S1 4PQ. Free.

Seventy-one per cent of the employees in the survey said

Car trade warns over tax proposals

By John Griffiths

MOTOR TRADE leaders fear inland Revenue proposals to be published this week on taxation of company cars could delay a recovery in the UK fleet market until next year.

Fleet operators are worried by indications that the document will include an undesirably long and detailed

consultation process.

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In spite of the widespread

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(1) US\$75,000,000 4% CONVERTIBLE BONDS
DUE 1997 (4% Convertible Bonds)
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DUE 1997 (2-3/4% Convertible Bonds)

ADJUSTMENTS TO THE CONVERSION PRICE OF THE ABOVE BONDS

Following the Company's Rights Issue of unsecured convertible loan stock due 1997 and warrants 1997, adjustments have been made to the Conversion Price of the 4% Convertible Bonds and 2-3/4% Convertible Bonds.

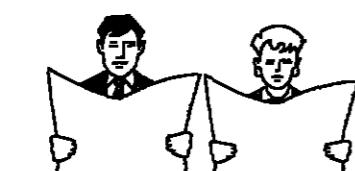
Please note that with effect from 15th July 1992:

- a) the Conversion Price of the 4% Convertible Bonds has been reduced from \$S3.12 to \$S3.05;
- b) the Conversion Price of the 2-3/4% Convertible Bonds has been reduced from \$S4.07 to \$S3.97.

BY ORDER OF THE BOARD

TEO SOON HOE
SECRETARY

20th July 1992



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PUBLIC NOTICES

OFFICIAL NOTICE

Please be advised that the two London Metal Exchange BHAS Brand Lead warrants issued by C. Steinweg, Rotterdam for which the details are shown below, have now been cancelled; replaced by new warrants and are therefore null and void.

Warrant No. 791113 - 24 Bundles - 24,866 Kgs. Nett

Warrant No. 791114 - 24 Bundles - 24,959 Kgs. Nett

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CONFERENCES & EXHIBITIONS

SEPTEMBER 2-3

World Aerospace & Air Transport

Changes in the structure of the world airline and aerospace industry, the impact of the Single European Market in air transport and its implications in the globalisation process will be under discussion. Enquiries Financial Times. Tel: 071-925 2323 Fax: 071-925 2125

LONDON

SEPTEMBER 8

FIGHTER AIRCRAFT OF THE FUTURE

ESCC Seminar in London International Seminars & Symposia Centre

Telephone: (+49) 228-6483-168

Telex: (+49) 228-6483-200

LONDON

SEPTEMBER 14-17

FIRE 92

The national conference and exhibition for the whole fire protection profession. The Winter Garden, Eastbourne, Sussex. Contact: Jane Malcolm-Coe, FM International Publications Ltd. Tel: (0737) 769611. Fax: (0737) 761685

EARLSTOUN

SEPTEMBER 16

Retail Investments Regulation

The aim of the conference is to review retail regulation, how it will work in practice, the conduct of business in the new regime, commissions and approaches to training. Enquiries: Financial Times. Tel: 071-925 2323 Fax: 071-925 2125

LONDON

SEPTEMBER 18

Working with Regulation'

A one-day conference at the London School of Economics bringing together the regulators and the regulated from the fields of electricity, gas, water, aviation, telecommunications etc. etc. Themes: European economic natural monopolies, quality of service, environmental concerns. Details: LSE Tel: 071-955 7222 Fax: 071-955 7676

LONDON

SEPTEMBER 28

Education White Paper - Ideal outcomes?

Key education experts will be joined by The Rt Hon John Patten MP who will outline the Government's proposals set out in the White Paper. The operation and effectiveness of the proposals will also be discussed. Contact: Sandra Aldred, CBI Conferences, 071-379 7400

LONDON

SEPTEMBER 28 & 29

Retailing in the 1990s

Responding to the challenge of change will be the focus of the conference, looking at the effects of the recession, the Single Market and the changing environment. Enquiries: Financial Times. Tel: 071-925 2323. Fax: 071-925 2125

LONDON

OCTOBER 5 & 6

Latin American Capital Markets

To review growth prospects for the Latin American economies: Raising new equity, issuing new debt and stock exchange reform. Enquiries: Financial Times. Tel: 071-925 2323. Fax: 071-925 2125

LONDON

SEPTEMBER 13

WHAT IS THE FUTURE OF ROAD TRANSPORT?

The UK's first conference on NGV's NATURAL GAS VEHICLES - The Way Ahead to a Cleaner Environment. Church House Conference Centre, Westminster. Telephone or fax: David Sutten, CEA, 0658 879119

LONDON

OCTOBER 7

Bridging Business & Technology

This IDT conference, in association with the CSA, will give buyers insight into the changing face of technology and business needs. Vital for buyers & suppliers of IT services; audience participation is encouraged. Enquiries: Director Conferences Tel: 071-730 0022

LONDON

SEPTEMBER 16

Developments in Competition Policy

A Conference examining legal and political developments in UK and European Competition Policy. Speakers include Competition Affairs Minister Neil Hamilton. Contact: Ian Dale, The Warwick Partnership Tel: 071-730 0460 Fax: 071-730 0460

LONDON

SEPTEMBER 12

Marketing - More important Than Ever?

Baroness Denton DTI plus the CEOs/MDs of BAA, Scars, Pepsi Cola Europe, KFC Foods, Thomas Cook Group, Mercury Communications, Burger King, Abbott Mead Vickers and the FT Group. The CBL Chartered Institute of Marketing, Call Century Communications Tel: 071-344 8884

LONDON

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LONDON

ECONOMICS

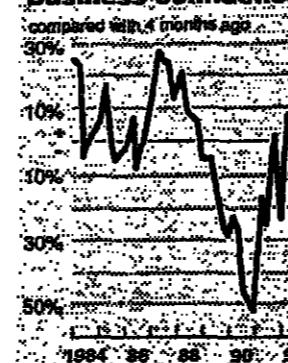
CBI data threaten more gloom

WITH few sensitive figures out in the UK, this week could see some reprieve from last week's financial jitters. But the Confederation of British Industry's quarterly industrial trends survey is likely to add to mounting gloom over the economy. The last survey was optimistic about prospects for manufacturers later this year, with business optimism showing its biggest jump in four years. Another jump would be a welcome signal but movements in the optimism index have been jagged over the past few months and seasonal factors could adversely affect the latest results.

Most of the activity this week is in the US. On Thursday, GDP figures are expected to show that the US recovery is likely to keep going in the second quarter. The forecast is for growth of 1.7 per cent, almost a full percentage point lower than growth in the first quarter. Consumer confidence is also expected to have declined this month, in spite of the Federal Reserve's discount rate cut three weeks ago. Since the beginning of the year, the consumer confidence index has jumped from 50.2 per cent to 71.1 per cent in June. Most of the increase was between January and April, since it has shown little change.

Here are some of the other economic highlights. The figures in brackets, from MMS

Business confidence



(up 3 per cent), initial unemployment claims for w/e July 18 (410,000), June new home sales (522,000), export price index, import price index, money supply data for w/e July 20; Australia, June building appropriations (up 3 per cent), June current account (A\$1bn loss seasonally adjusted).

Friday: US, June personal income (flat), personal consumption expenditure (up 0.4 per cent), June factory goods orders (up 0.8 per cent), July Chicago national association of purchasing managers index, July Michigan sentiment index, July agricultural prices, Japan, July Tokyo consumer prices index (up 2.2 per cent on year) excluding perishables (up 2.4 per cent), June CPI Nation (up 2.3 per cent on year) excluding perishables (up 2.5 per cent), June construction orders, housing starts (up 1.7 per cent on year) and construction starts; Canada, May real GDP at factor cost (up 0.1 per cent), May building permits (down 1.3 per cent).

During the week: Germany, July cost of living (up 0.2 per cent on month, up 3.5 per cent on year), June import prices (down 0.2 per cent on month, down 2.8 per cent on year); France, June unemployment rate (10 per cent); Japan, June trade balance, current account and foreign bond investment.

THE WEEK AHEAD

DIVIDEND & INTEREST PAYMENTS

IT TODAY

Acas & Hutchison 2.5p
Bank of Montreal 5pc Rate
Bentley 10pc Rate
British American Finance 5pc
Rate, Gd. Nrs. 1989 Y21614
Commerzbank 4.5pc Rate
Crown 4.5pc Rate
Cunard 4.5pc Rate
De La Rue 11.5p
Dow Jones 10pc Rate
Elliott & Clark 2.5pc Rate
Furness 4.5pc Rate
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THE BARCELONA OLYMPICS



Warhorse beaten: Britain's Adrian Moorhouse was last in yesterday's 100m breaststroke final. The winner was Nelson Diebel of the US ahead of Norbert Rozsa of Hungary and Australia's Philip Rogers.

US makes an early strike for gold

Keith Wheatley's look behind the scenes at swimming precedes disappointment for Britain

EVEN before the sparkling Piscines Bernat Picornell had been filled with water, it was obvious that yesterday's men's 100 metres breaststroke would be the most competitive swimming event at the Olympic Games. Nine of the fastest times ever had been set within the past 12 months, so that Nelson Mandela's presence in the VIP box merely added to the electric atmosphere at pool-side.

As things turned out, Britain's hopes of a fast start to the Games quickly fizzled out in the breaststroke final. Nick Gillingham, the world's fastest man this year, and Adrian Moorhouse, defending the title he won in Seoul four years ago, could only finish 7th and 8th respectively. Nelson Diebel of the US took the gold medal in an Olympic record of 61.5 seconds.

Gillingham, 26, whose Commonwealth record of 61.33secs at the trials left him top of the world rankings, was the most disappointing, though his effort could have been affected by a long-term groin strain which caused trouble again after yesterday's heats and needed physiotherapy.

Gillingham had apparently considered pulling out after finishing fourth fastest qualifier, to have himself for the 100m breaststroke. Instead, he took the plunge and was always struggling to keep up.

Moorhouse, meanwhile, had entered the Games as an underdog after failing to record a fast time this year, and was unable to repeat anything like his best - 61.49secs - trailing home last in 62.33secs.

Hungarian swimmer Norbert Rozsa's current world record of

61.33secs looked vulnerable, but survived. Among team-mates, Rozsa is known as "Ricbie" because of his striking facial resemblance to the young Richard Burton.

How Hungary has retained its traditional power in swimming is one of the minor mysteries of post-Cold War sport. Training camps in San Diego and Mauritius appear to present no financial problem. In 1991 the 11-strong Hungarian squad broke six world records, while the rest of the world's swimmers managed only eight between them.

Rozsa's muscular style seems to have been adopted by Dmitri Volkov of the former Soviet Union, who set the fastest qualifying time of 61.74sec. As he churned down the pool beneath the sparkling Catalan skies, Volkov seemed to create whirlpools and waves.

Most of the US women's team are over 20. Three are

even married. As such, they have the chance to be interesting.

Jenny Thompson, for example, is known around the team as a James Dean type. "She goes into town, gets the job done and leaves," said a teammate. Unfortunately, Thompson was unexpectedly beaten by a freshly shaven pate - complete with razor nicks - always looks impressive.

After his victory, Diebel, who confesses to having been hooked on soft drugs from 12 to 16, said: "Swimming is the path by which my life was turned around."

It is a fact of top-class swimming that the era of 13-year-old midgets, driven to swim hour after hour by wicked coaches, is over.

Most of the US women's

Davies must surely be on her swansong. In qualifying heats of the 400m medley she came last.

Yet it is a truism that the British love nothing more than a gallant loser. Davies was mobbed by cameras and microphones. Perhaps her mission as she left the pool for the Olympic village should have been to counsel the frisky young Australian females who had performed an impromptu striptease for male team-mates. The tabloids were slavering.

OLYMPIC NEWS IN BRIEF

Germany beat India 3-0 at hockey



Germany crushed eight times Olympic champions India 3-0 with devastating corner drills yesterday to launch a drive for gold in the men's hockey tournament.

"We had very good short corners. We were awarded three and scored from each of them," coach Paul Lissek said. "That was the success of this match."

However, he said his team had made too many errors. In other opening matches, Britain overcame Egypt to win 2-0 and Australia won 7-0 against Argentina.

Spain swept past New Zealand 3-0, delighting a local crowd, including International Olympic Committee president Juan Antonio Samaranch, in Terrassa, outside Barcelona.

US basketball team punish Angola

The US Dream Team purred like a cat and roared like a lion as they pulverised a woefully overmatched Angola 116-48 in their opening basketball game.

Sputtering only at the very start against the African champions, the team of millionaire superstars flew to victory after scoring an amazing 31 unanswered points.

Bombs hit power line

Two bombs knocked out the main Franco-Spanish electricity line at Belesta in the eastern Pyrenees during the opening ceremony at the weekend. French police said yesterday.

The Spanish Basque separatist organisation ETA, which had vowed to disrupt the Games, is suspected, said police.

Australia takes cycling honours

Australian Kathryn Watt took the gold medal in the women's individual road race after Marie Purvis, the UK national champion, suffered a puncture while leading the race. Purvis, from the Isle of Man, eventually finished 24th.

South Korea wins first gold



An unknown novice South Korean marksman snatched the first gold medal of the Games yesterday in the air rifle event.

Yeo Kab-soon, an 18-year-old sports instructor, said she had thought she might squeeze into the final eight but had never dreamt of taking gold ahead of the experienced Vesela Letcheva of Bulgaria, the 1989 world champion.

Yeo notched up 498.3, just outside the world record of 500.8.

Yeo started Olympic air rifle shooting three years ago after watching the event on television.

Gold can for Chinese winners

Chinese athletes will be getting more than just a gold medal if they come in first at the Olympics. They'll also get a solid gold pop-top can from Jianlibao, a Chinese soft drinks company.

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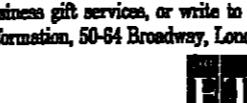
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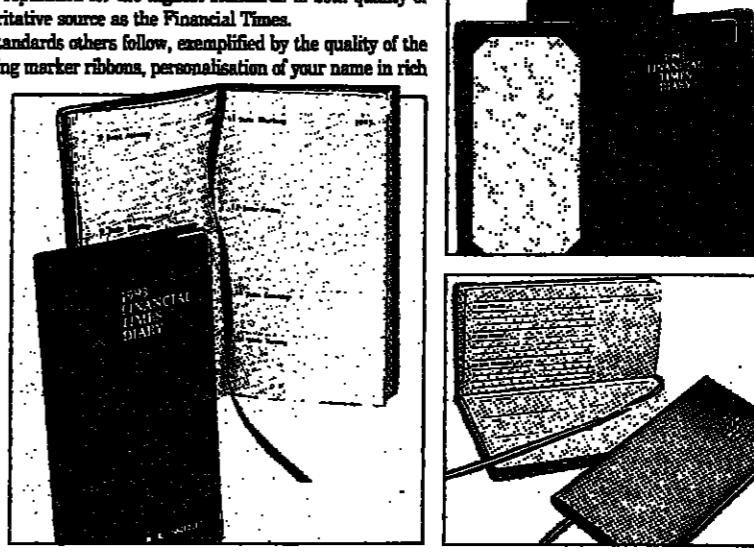
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MANAGEMENT

BUSINESS LUNCHES

A light bite and a heavy sell

Michael Cassell begins a series on expense account eating



If lunch is "for wimps", to quote Gordon Gekko, the Wall Street financier who preferred to dine off other people's misfortunes, then the streets of London are well populated with weaklings.

For in spite of the longest recession for 60 years, the business lunch is still on the day's agenda across the Square Mile and throughout the West End.

It may be quicker, almost certainly cheaper and possibly healthier, but the working lunch remains big business in the capital, where restaurants are trying harder than ever to make their cash in two hours, five times weekly.

The excesses of the 1980s have gone, with customers increasingly going for the "menu rapide" instead of the 1980s-style blow-out, when champagne stocks ran out and the bills ran up.

But many people still make time for a bite to eat with the contact who would otherwise remain a disembodied voice on the telephone.

Lunch today is a more modest affair but it still counts. It's usually one or two courses, a glass of wine, a bucket full of gossip and, with some luck, the chance of a deal. That's good value for £50," according to Jamie Dunn, a future mar-

ket man buying lunch at Le Cafe du Marche, a former warehouse close to the Barbican and now one of the most popular business lunches.

"Lunch is not a perk. Good times or bad, it always helps if you can look someone in the eye when you need to," says Neill Moran, an investment banker indulging his guest in one of 36 varieties of champagne available at The City Fogger.

"It would ruin the idea that hard times have wrecked the business lunch. Try turning up at any good restaurant in the City without booking and you run the risk of embarrassing yourself in front of your client," according to Mark de Wesselow, publisher of Square Meal, the City and West End guides to eating out. He adds: "The fact that, even in a recession, the Square Mile alone can support well over 225 restaurants in the greatest testimony of all to the role of the business lunch in the 1990s."

Even so, many big employers in London have cut back their entertainment budgets - £25-£30 per head for lunch seems about average - although there is always the tricky question of not appearing either too cheap or too extravagant.

"It's cheap and nasty, you know they're having a hard time. If it's over-the-top, you can draw the same conclusion," says Murray Jacobs, a commodities broker who has crossed the Thames to lunch by

boat from their premises, the capi-

Tower Bridge at Sir Terence Conran's Le Pont de la Tour, one of the current places to be seen. Do not use it, or the Stephen Bull bistro near Smithfield market, if you want to keep your business liaisons secret.

Increasingly, large companies are trying to make lunch an in-house affair, where the duration and the cost can be better controlled.

Goldman Sachs, the US investment house, was once regarded as one of the more generous lunchtime entertainers around the City but it now boasts a stylish, 10th-floor restaurant in its modern, Fleet Street headquarters.

Christopher Brown, the managing director of Corney and Barrow, which has seven city restaurants, confirms that people want better value out of lunch. This year average expenditure is down by nearly 20 per cent, although the number of transactions is up 30 per cent.

"It is a question of talking six to the dozen about business in the time available." To compete for clientele, Corney and Barrow offers little extras such as a "host button", enabling the host to surreptitiously summon service without interrupting the flow of conversation.

Although companies like Legal and General, National Westminster, Gestetner, Shell and Imperial Chemical Industries have removed alcohol from their premises, the capi-



tal's wine and champagne bars are bearing up. Pimms or champagne still top the summer pops.

London can also claim to offer a more interesting range of food than was the case a few years ago. The French cuisine which first ousted the "nursery" food beloved of British businessmen has been joined by tastes from around the world.

Others include the Connaught, where quail's eggs in pastry boats offer a tasty insight into what can follow. Wilton's, the Jermyn Street fish restaurant favoured by property men and former prime ministers - and Le Gavroche, a shrine to the Roux brothers.

Many of them will effortlessly deduct well over £100 a head from any expense account, though the bill will be less indigestible at some of the newer, trendier West End eating spots, such as Orso in Covent Garden, used by younger executives out to impress.

Similarly, sassy places to talk

business include the Greenhouse off Park Lane and Le Caprice - sister restaurant to the wildly popular Ivy, where favourite tables are annoyingly reserved for captains of industry or the Chancellor of the Exchequer, still ranks among the most popular lunch-time venues.

Conran fans away from the City

for the light and spacious Bibendum restaurant in the Fulham Road's Michelin building while the set lunch at La Tante Claire in Royal Hospital Road provides an opportunity to marvel at Pierre Coffmann dishes which can cost a bomb in the evening.

But if your expenses cannot stand it, try a fresh approach. Whisk your guest up Bow Lane and usher him into Sorella for a tasty triple-decker honey roast, Jarlsberg cheese and turkey sandwich on ciabatta bread. The cost? A mere £2.75 - unless the chauffeur gets a ticket.

Similarly, sassy places to talk

this is a result of the MBA," says the report modestly.

The effect of sponsorship is not straightforward. Whereas sponsored employees are more likely to stay with their employers, the unsponsored are less likely to change employer than the part-sponsored.

"Possibly this is because an employee who has undertaken such a commitment does so because it is the only way they can see to change function or achieve promotion."

1 The MBA of Cranfield 1970-1990, Cranfield Institute of Technology, Cranfield, Beds MK45 9AL

2 The Evening MBA, Annual Survey, City University Business School, Barticane Centre, London EC2Y 8ER

Legend behind the cash cow

Few people have had as much impact on international business in the second half of the 20th Century as the founder of the Boston Consulting Group, Bruce Henderson, who died last week aged 77 in the city where he was born, Nashville, Tennessee.

Though this might be disputed by US General Electric and BCG's top consultancy rivals at the longer-established McKinsey & Co, Henderson's greatest claim was to have put the concept of competitive strategy on the map. Until he founded BCG in the early 1960s, the competitive element of strategy was conspicuously absent in most corporate analyses by its absence.

Henderson was the father of two analytical tools for which BCG had become famous - even notorious - by the late 1970s: the "experience curve" and the portfolio "growth share matrix". These, in turn, launched BCG's gospel about the all-importance of high market share. They also gave rise to such graphic expressions as "cash cows" (businesses which can be milked for cash) and "dogs" (those which should be sold or eliminated).

By the time he retired in 1985, his empire had grown to 500 employees and nine offices. In the last seven years, its size more than doubled, to 1,300 employees in 19 offices around the world. That growth rate spells manifest success with clients. Yet, many executives who have never used BCG's services still view the firm critically, as an arch-exponent of the discredited peddling of packaged solutions.

This is an unfair allegation - witness, BCG's recent sophisticated work on quality and "time-based management". But it is one which several former colleagues felt Henderson brought on himself, by being such an arch-simplifier and salesman of his own and his firm's ideas.

Henderson belonged to that sizeable branch of the strategy world whose first degree was engineering, rather than arts, social science or economics. Hence, his deep interest in complex systems - a field which is only now having an impact on business through the concept of "organisational learning." He had little time for economists, arguing

with much justification - that "Darwin is probably a better guide to business competition than economists are."

Christopher Lorenz

Are MBAs still useful to ambitious business people? Andrew Adonis investigates

Sharper skills and bigger pay cheques

the top reason was "to change career"; since 1975 the top slot has been "to acquire new skills". Despite that, the number of company-sponsored students has dropped from nearly a quarter in 1970 to 4 per cent in 1990. Cranfield's part-time MBA seems to have taken most company-sponsored students.

On the pre-MBA background of students, in the first 10 years of the programme there was a shift away

from large companies (turnover in excess of £100m a year) to small companies (turnover up to £10m a year). Since 1985 this shift has slowed, and the last year surveyed (1990) saw a move back to medium-sized and large companies, possibly as a result of the recession.

Some things remain fairly constant. The salary differentials pre/post MBA stayed typically in the order of 30/40 per cent. Similarly,

graduates from all four of the years surveyed regarded finance and accounting, followed by marketing, as the most valuable programmes.

The second survey is of students on the part-time MBA at London's City University Business School, which runs one of the UK's largest evening MBA courses. The course, begun in 1983 for City workers, takes nearly 100 students a year. The average age of students sur-

veyed was 30, 82 per cent of them men. Around half had their fees paid by their company, with another quarter part-sponsored.

Graduates produce the usual list of benefits ("thinking strategically", "wider understanding of business") but a surprisingly high number volunteered "credibility" as a benefit. And guess the average salary increase? Yes, another 30 per cent. "It is not possible to say whether

this is a result of the MBA," says the report modestly.

The effect of sponsorship is not straightforward. Whereas sponsored employees are more likely to stay with their employers, the unsponsored are less likely to change employer than the part-sponsored.

"Possibly this is because an employee who has undertaken such a commitment does so because it is the only way they can see to change function or achieve promotion."

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2 The Evening MBA, Annual Survey, City University Business School, Barticane Centre, London EC2Y 8ER

DECRYING the value of an MBA is all the rage, but some consumers still seem to think it is value for money. So say two very different surveys of graduates from British business schools - published, you should be warned, by the institutions themselves.

The first, a survey of graduates from Cranfield School of Management's full-time MBA programme between 1970 and 1990, shows all but 3 per cent of alumni "highly satisfied" and nearly 90 per cent avowing it as "important" to their career progression.

However, the main reason for taking the MBA had changed. In 1970

the top reason was "to change career"; since 1975 the top slot has been "to acquire new skills". Despite that, the number of company-sponsored students has dropped from nearly a quarter in 1970 to 4 per cent in 1990. Cranfield's part-time MBA seems to have taken most company-sponsored students.

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Portsmouth Harbour project

EDMUND NUTTALL has secured a contract worth about £2m to build a quay wall at the Albert Johnson Quay in Portsmouth. The client is Portsmouth City Council, whose engineers have designed the works and will supervise the contract.

The latest project will consist of deepening the Albert Johnson Quay dockside and strengthening the quay to accommodate larger general cargo and reefer vessels. Although overall duration of the contract is 40 weeks, 100 metres of new working quay has to be completed and operational by mid-December.

Not only does the project involve dredging for the new approach channel and berth, but also the construction of about 200 metres of quay wall in front of the existing quay. This will comprise steel sheet piles, raising steel bearing piles and a reinforced concrete anchor beam to support a reinforced concrete relieving slab on to which crane beams will be constructed for dockside luffing cranes to travel.

Further works include the construction of foundations and associated services for a cold storage shed behind the head of the new quay for soft fruit storage.

Social housing

PEARCE CONSTRUCTION has won a £1.75m contract from the Guinness Trust, a leading national housing association, funded by the Housing Corporation.

The project involves the construction of 84 dwellings in the Winterton area of Redditch, Worcestershire. Adjacent to existing domestic housing, the development comprises 14 two-bedroom houses, eight three-bedroom houses, 34 one-bedroom flats and eight two-bedroom flats. The project has started and is expected to be finished in 40 weeks.

which will feature two new orthopaedic wards, two operating theatres, an accident and emergency department with a specialist fracture clinic and X-ray department, will begin in July 1993. The project is scheduled for completion in January 1995.

Bovis Program Management started work on the design in April. The building, which will provide 37,500 sq ft of medical facilities, will be built on the site of a car park which will be relocated elsewhere in the hospital grounds. Construction of the building,

level of Marks & Spencer's main city store.

An enlarged 14,000 sq ft food hall will be installed in the basement and completely new staff quarters and office accommodation will be provided at the third floor level.

In Manchester, Bovis will start work in September to enlarge the city's principal Marks & Spencer store. By converting a stockroom, the ground floor sales area will be enlarged by 18,000 sq ft.

An enlarged 14,000 sq ft food hall will be installed in the basement, whilst a take-away food shop will be created within the ground floor sales area.

Construction of the building, which will feature two new orthopaedic wards, two operating theatres, an accident and emergency department with a specialist fracture clinic and X-ray department, will begin in July 1993. The project is scheduled for completion in January 1995.

It is recognised that the World Bank-funded bridge will provide considerable development potential at the bridge ends and that it is vital to adapt and integrate the master plan with the engineering design and tender documents.

RPT's engineering partners NEDECOP of Holland and the locally-based Bangladesh Consultants, will consider a

number of factors. These range from distribution of land and integration of re-settlement sites to assessing the gen-

eral layout of bridge end facilities, including roads and railway land allocation.

As far as the bridge is concerned, RPT is in the process of completing the new programme of contractor prequalification called for by the bank.

Tender documents are expected to relate to a bridge designed for road, but with the potential to be adapted to road plus rail at a future date and at minimum incremental cost.

The bridge will be the first fixed transport link across the Jamuna River, which forms a 18km barrier separating the fertile north-west zone from the commercial centre, Dhaka and the country's primary port, Chittagong.

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ARTS

Opera/Max Loppert

Hail and farewell at Glyndebourne

"Well, that's that," said Sir George Christie, appearing on stage last Thursday after the final curtain call of the 1992 Glyndebourne Festival's final performance. He was in his best dry, throwaway vein, and proceeded to give a model demonstration of the uses of English understatement in end-of-term speeches of the kind. For "that", after all, was not just an incandescent account of Tchaikovsky's *Queen of Spades* — one of this season's two new stagings, and one of the outstanding events in festival history — but the last full-scale performance in a theatre on the point of being knocked down and totally rebuilt.

In fact, that was even then not quite that for the theatre itself. The following evening it fired into action one last time, for a gala and finale (aptly thanked by Sir George for paying "extortionate prices") and a stage full of Glyndebourne opera stars past and present: Montserrat Caballe, Frederica von Stade, Ruggero Raimondi and Felicity Lott among the singers, Janet Baker, Elisabeth Soderstrom and Gershom Evans in speaking, memo-ry-recalling roles, and the LPO and Glyndebourne Chorus conducted by

the current and former Glyndebourne music directors, Andrew Davis and Bernard Haitink.

The early-evening concert, which is said to have earned the re-building fund a cool £200,000, was given a delayed transmission on BBC2, so that those of us watching and listening at home had the splendid post-prandial fireworks display as visual accompaniment to the closing item of the programme, the *Figaro* overture. On May 28 1934, that opera launched activities in the old theatre; if all goes according to plan, it will do the same in the new, exactly 60 years later.

In another way, indeed, it afforded the wider world a truthful glimpse into the heart of the extraordinary Glyndebourne enigma: the enterprise, unsubsidised by state money and wholly dependent on the top end of the paying public, that has preserved consistently — and, increasingly in

items from *Don Giovanni*, *Il barbiere di Siviglia*, *Porgy and Bess* and *Peter Grimes* (the other new production of the 1992 season) made up a tapestry skilfully woven out of specially significant and colourful Glyndebourne artistic threads.

It was, as galla concerts go, a decent affair — not exactly scintillating (but then galas seldom are), not managing to infuse authentic Glyndebourne magic into the various operatic highlights (except during Cynthia Haymon's ravishing Gershwin "Summertime"), but unfaded with dignity and tact.

The choice, like most of the others on the gala programme, was cunningly devised to reflect peaks of achievement over the 88-year span of Glyndebourne's existence. Choruses from *Homeric*, *Macbeth* and *The Rake's Progress*, the final scenes of Monteverdi's *Orfeo* and Strauss's *Capriccio*, and diverse

high, serious standards of opera-performance. However much grit and conspicuous consumption there may be on the picnic lawns in the theatre the rule has been productions long-rehearsed and musically responsible, and above all telling closeness of contact between singers, players and audiences.

With the years, and particularly with the various attempts at enlargement of the 1960s, that intimacy was bought at a price: as Christie puts it in his foreword to the 1992 programme book, "with middle age [the theatre] has increasingly looked like Tom Kitten. We all have great affection for it, but the waistcoat buttons are fit to burst." In truth it has never been a comfortable theatre either for performers or audiences (who on hot summer evenings have particularly felt the pinch of their too-tight dinner-jackets and trousers while squeezing into narrow rows and

cramped seats), Glyndebourne regulars treasure their long list of unforgettable moments in spite of many of the theatre's features rather than because of them.

The new house will add 300 seats to the old total of 850 (and make a welcome provision for standing places at the back of the second circle). There will be an enlarged pit, not to enable Glyndebourne to contemplate the orchestrally supercilious operas — according to Anthony Whitworth-Jones, festival general director, recent rumours of a Glyndebourne *Tristan* and *Isolde* in prospect are without foundation — but to give air to the instrumental sounds and physical relief to the cramped human beings producing them. (When occupied by "period" hands, the front platform of the pit will rise to a suitable height at the touch of a button.)

There will also be a much-needed expansion of wing space, and

improvements of various technical and lighting facilities, though the last word in state-of-the-art stage machinery has never been considered affordable or, more important, artistically imperative. But the proscenium arch will grow by only a few feet in all directions; for this reason, no existent production is likely to be denied a showing in the new house on grounds of size-suitability alone.

Whitworth-Jones insists that it is to be a "bigger house, not a big one. We said to the architects that we must preserve an intimate atmosphere in the auditorium; this was the first and last requirement. The fact of size is not going to alter repertory policy. Of course that's going to develop, but within the context of the policy which we've actually pursued for decades — which is basically making up an ensemble-type repertory, not huge voice-league, star-based opera."

Andrew Davis.

The 1992 festival, with a flawed but heartfelt and deeply considered new *Orpheus*, an utterly enthralling new *Queen of Spades*, and distinguished revivals of *Cosi*, *Jenůfa* and *Death in Venice*, closed the old theatre in grandest Glyndebourne style. I wondered whether, at the end of it all, Whitworth-Jones wanted to rush out to the demolition teams already in action and shout "Stop, this madness can go no further!" His smile, tired but contented, was the only answer needed.

Architecture/Colin Amery

A master of the material world



Sydney Opera House: artistically engineered by Peter Rice

matic concrete sails of the Sydney Opera House come from Jorn Utzon, the architect, or from Peter Rice, the engineer? When you look at the daring spans of bridges in the Alps by the Swiss engineer Maillart, or the drama of engineering works by Isembard Kingdom Brunel or Thomas Telford, there is no doubt that they are works of artistic and scientific genius.

But the artistic inspiration is also a manifestation of the engineer's search for truth. By examining materials for their reaction to torsion, compression, tension or bending, man is engaged in the search for truth. There is a diagram that can be drawn that explains the links between art, science and technology in the conception, creation and building of a form. Peter Rice's exhibition, and indeed his life's work, makes this process clear to the layman.

Speed has a lot to answer for.

Perhaps engineers do not receive the credit they deserve because they are so often seen as collaborators, rather than creators. This is unfair because engineers play a fundamentally creative role in the creation of original architecture. The reason for the dim public perception of engineering is because there are so many easily visible new buildings that are the result of neither architecture nor engineering — they are the product of the catalogue of the international building industry. It is the standardised mediocrity of so many building components that is the bane of the life of any good and innovative engineer or architect.

By breaking the moulds of structural predictability Peter Rice is on the path of art.

One of the architects that is especially known for his collaboration with Peter Rice is Renzo Piano, the Italian architect. He was responsible, with Rice, for the brilliant design of the De Menil Art Gallery in Houston which used revolutionary materials — ferro-cement and ductile iron — in a

revolutionary way. There are two more Piano/Rice collaborations on the way. The great new airport in Japan, the Kansai International Airport, which looks like a giant bird or aircraft landing on a new artificial island, promises to be one of the new great buildings of the world. In a very different vein, a church dedicated to the sainted saint Padre Pio in Puglia, in Italy, will be built of stone and will probably be a great domed basilica that can withstand earthquakes. There is a rare opportunity in the RIBA exhibition to see work in progress at a very early stage.

Peter Rice's work demonstrates that engineering, art and architecture form a unity and that contemporary building of any quality demands an understanding of all three activities. He is the enemy of standardisation and on the side of true creation.

theme by Georges Lavaudant is showing daily at Les Tallades. Alain Maratrat's Zarzuela show, premièred at this year's Vienna Festival, can be seen at the Cour Hotel Dieu until Fri. There are also late evening programmes of Mexican dance at the Cloître des Celestins. Ends Aug 3. (90) 862443.

■ BAYREUTH

There are no new productions this year. This week sees the completion of the first of three Ring cycles (tonight, Wed and Fri). Daniel Barenboim conducts Harry Kupfer's 1968 production, with Deborah Pollock as Brunnhilde in the first cycle, followed by Anne Evans in the remaining two. Other major roles are sung by John Tomlinson, Nadine Seward, Gunter von Kannen, Graham Clark and Siegfried Jerusalem. Danish tenor Poul Elmig, who sings Siegmund in The Ring, takes over the title role in Parsifal for most of this year's performances, opening on Sun. Bernd Weikl sings the title role in Dieter Dom's cool, intellectual 1980 production of Der fliegende Holländer on Sat and next Tues. Wolfgang Wagner's 1985 Tannhäuser production, conducted by Donald Runnicles, can be seen next Mon. Ends Aug 28. (921) 20221.

■ BREGENZ

This summer's show on the floating stage is a revival of Jerome Savary's production of

Carmen, with casts including Sally Burgess in the title role and Edmund Barham as José (tomorrow, Wed, Fri and Sat). In the Festspielhaus, Vladimir Fedoseyev conducts Harry Kupfer's new production of La Damnation de Faust, with David Kuebler in the title role (Thurs and Sun).

Tonight's Vienna Symphony Orchestra concert, featuring works by Bruckner and Zemlinsky, is conducted by Ulf Schirmer. Ends Aug 23. (5574) 4920 224.

■ LA ROQUE D'ANTHERON

La Roque d'Anthéron, 50km from Avignon and Marseilles, is the attractive setting for an annual piano festival, which opens on Saturday with an orchestral concert in the Parc du Château, featuring Nelson Freire with the Orchestre National de Lyon

conducted by Emmanuel Krivine.

François-René Duchâble is soloist in Sunday's concert by the French Youth Orchestra under Marek Janowski.

Zoltan Kocsis gives a piano recital on Monday. Next week's other recitalists are Rafael Orozco, Joaquin Achucarro and Chick Corea. Krystian Zimerman is soloist with the Orchestre Philharmonique de Montpellier on Aug 7. The programme continues daily till Aug 23. (Festival de Piano, Château de Florans, 13640 La Roque d'Anthéron. Tel 16-4250 5115).

■ MONTPELLIER

The final week of this year's Radio France festival includes a concert performance tonight of Alberto Franchetti's 1892 grand opera Cristoforo Colombo with Paolo Coni in the title role; a concert by the French Youth Orchestra tomorrow featuring Anna Tomowa-Sintow as soloist in Wagner's Wesendonck Lieder, an Orchestre de Paris concert on Wed featuring Rachmaninov's Second Piano Concerto and Scriabin's Second Symphony (conducted by Jerzy Semkow); and a performance of Franz Schmidt's Fourth Symphony on Thurs, conducted by Heinz Wallberg. (67) 616681.

■ PESARO

Pesaro, birthplace of Rossini, lays on a suitably generous spread for this year's bicentenary. Il barbiere di Siviglia opens the festival on Fri (also Aug 2, 5, 8), followed on Sat by Semiramide, conducted by Alberto Zedda (also Aug 4, 7, 10). La scala di seta opens next Mon (also Aug 5, 7, 9), and Claudio Abbado returns to conduct Luca Ronconi's all-star production of Il viaggio a Reims on Aug 16 and 18. Next week Riccardo Chailly conducts two performances of the rarely-heard Cantate per I Borboni. Ends Aug 18. (721) 33184.

■ SALZBURG

The first full week of this year's festival has daily performances

in the Felsenreitschule of Peter Stein's production of Shakespeare's Julius Caesar, plus Stanislaw Wysocki's play The Wedding directed by Andrzej Wajda in the Landestheater. In the Kleines Festspielhaus, Riccardo Muti conducts Ursel and Karl-Ernst Herrmann's new production of La clemenza di Tito, with Ben Heppner in the title role (tonight, Wed and Sat).

Claudio Abbado conducts a new production of Janacek's From the House of the Dead, opening on Thurs in the Grosses

Festspielhaus. There are song recitals by Dmitri Hvorostovsky tomorrow in the Mozarteum, by Felicity Lott in the Mozarteum on Sun and Sun. This week's

orchestral concerts in the Grosses Festspielhaus are

conducted by Christoph von Dohnanyi (tonight, Wed and Fri), Nikolaus Harnoncourt (tomorrow, and Simon Rattle (Sat). Next week Soli conducts Die Frau ohne Schatten. Ends Aug 30. (662) 846682.

■ SCHLESWIG HOLSTEIN

The King's Singers can be heard tonight in Woterson and on Fri in Rellingen. Evgeny Kissin gives a piano recital tomorrow in Elmshorn. Simon Rattle brings the CBSO to Kiel tomorrow and Hamburg on Wed. Weekend recitalists include Peter Schreier at Heide and Kiel. Next week: Schreier and Prey repeat their

programmes in other parts of the region, plus concerts by Jessye Norman and the Stockholm Sinfonietta. Ends Aug 20. (431) 567080.

■ TANGLEWOOD

The Boston Symphony Orchestra's summer home hosts

concerts every weekend throughout the summer, with occasional weekday events. John

Browning plays Prokofiev's Third Piano Concerto in Friday's

concert conducted by Leonard Slatkin. Seiji Ozawa conducts Saturday's programme of

Druckman, Bach and

Tchaikovsky, and Yo-Yo Ma is

soloist in Dvorak's Cello Concerto

on Sunday, conducted by David Zinman. Next week's artists include Charles Dutoit, Kathleen Battle and Thomas Hampson. Ends Sep 1. Ticketmaster Boston (617) 931 2000 New York City (212) 307 7117.

■ VERONA

This year's operas at the Arena are Don Carlo, Aida, La bohème and Nabucco. Cecilia Gárdia

sings Mimi in this week's

performances of the Puccini

(tomorrow and Sat), alongside

Neil Shicoff's Rodolfo, Monica

Pick-Hieronymi sings the title role

in Aida (Wed, Fri and Sun), and

Don Carlo on Thurs is conducted by Gustav Kuhn. Nabucco, with

a cast led by Piero Cappuccilli

and Linda Roark-Strummer,

opens on Aug 7. Lorin Maazel

conducts Porgy and Bess on Aug 24. Ends Aug 30. (46) 590109.

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0830-0900 (Fri) FT Business Weekly

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FINANCIAL TIMES

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Monday July 27 1992

Dealing with Mr Saddam

THE SIGHS of relief in western capitals last night, after Iraq had climbed down in the crisis with the United Nations over weapons inspections, were almost audible. After Baghdad's agreement to UN demands that a team of inspectors be allowed in to its agriculture ministry, the immediate threat of punitive military action by the US and its allies appears to have receded. But the west has won at best a symbolic victory; and Baghdad's behaviour means that the danger of renewed military action has by no means disappeared.

The latest bout of brinkmanship between President Saddam Hussein and the UN underlines once again the challenge the Iraqi leader poses to international order by his flouting of the security council resolutions which provided for a ceasefire in the Gulf war last year. Unless he follows yesterday's agreement with a clear indication that he is prepared to respect the will of the international community on a broader front, it must be only a matter of time before another confrontation similar to that of the past few days arises.

If and when that confrontation comes, western governments will again have to think carefully about their objectives. It became clear during the stand-off in the past week that purely punitive action would have brought at best highly uncertain benefits and would have entailed considerable risks.

Broader objectives

What can be achieved militarily in this respect has long since been done, and as Mr Rolf Ekeus, the UN official in charge of inspection programmes, has admitted, whatever documents or other material were being stored in the agriculture ministry will almost certainly have been moved elsewhere. Western government have thus found themselves inevitably focusing on broader political objectives.

Indeed, as the confrontation over the inspection team intensified, Mr James Baker was careful to draw attention to Mr Saddam's other acts of defiance towards the UN: notably his continued attacks on the Shia population in the south, his violent harassment of UN relief workers in Kurdistan, and his renewed claims to Kuwait's territory. Whereas many

Arabs have some sympathy for Mr Saddam's efforts to build up Iraq's military strength, arguing that at least similar attention should be paid to Israel's nuclear arsenal, there is little admiration even within the Arab world for his treatment of the Iraqi population, or for his invasion of another Arab state. Whatever happens next, it is vital to the world that the proliferation of weapons of mass destruction should be halted, in Iraq as elsewhere, and that UN resolutions should not be violated with impunity.

Aggressive actions

The latter point is more important than ever at a moment when the international community is striving to convince the Serbian leadership of the risks it runs by continuing its aggressive, if not genocidal, actions against the Moslems of Bosnia. Those who violate the terms of a ceasefire expose themselves to a resumption of hostilities, and cannot

recede from that of the past few days arises.

It has already been shown that allied air power can preserve a "safe haven" for the Kurds in the north, simply by threatening punitive strikes against any military forces that Mr Saddam sends into the area. There is a similar need to protect the Shia refugees who are still holding out, against ever increasing military pressure, in the marshes of the south.

If more of Iraq's territory were to be placed off limits to Mr Saddam's repressive forces, the west might be seen as promoting not Kurdish separation but security and freedom for Iraq as a whole, and the forces still supporting Mr Saddam might realise that their best hope of preserving Iraq's unity is to get rid of him and to seek agreement with his opponents in both north and south.

Controlling EC mergers

BY CHALLENGING Nestlé's recent takeover of Perrier on the grounds that it would result in a duopoly of the French mineral water market, the European Commission has significantly broadened the scope of EC merger policy in a way that will potentially affect a wide range of industries. Brussels argues that the consumer interest is served by strengthening controls to cover deals that would create duopolies as well as those which give just one company a dominant position. However, the methods it has used to assert this principle, and its application in the specific Nestlé-Perrier case, raise serious concerns.

Sir Leon Brittan, the competition commissioner, says he is merely fleshing out the 22-month-old EC merger regulation by bringing it into line with the practices of national merger authorities, notably in Germany and the UK. He has also indicated his intention to apply the new principle pragmatically. The creation of a duopoly would not, as in Germany, automatically give rise to a presumption that a merger should be prohibited. Instead, Brussels would in each case base its judgement on the likely impact on future competition.

This was broadly the approach adopted in the Nestlé-Perrier merger. However, the Commission's methodology and judgement appear curiously inconsistent. For instance, it cites the relatively low prices of mineral water in France as the reason why there is little competition from "parallel" imports there. Yet the thrust of the Brussels objections was that the merger could result in higher prices, which would be likely to encourage such imports.

Limp slap

Brussels also says the high marketing costs of developing new brands inhibit market entry. However, its remedies require Nestlé to dispose only of some minor brands and unexploited springs. Finally, Nestlé and BSN of France have been left controlling together about three-quarters of current French mineral water sales. After all Brussels' strictures about duopoly power, this outcome seems a limp slap on the wrist.

But the most serious issue is not whether Brussels is applying its

British manufacturing industry may be lean, fit and competitive, but it is getting leaner by the week. After two deep recessions in little more than a decade, the UK's export industries may be too small to sustain anything more than sluggish recovery.

The government's anti-inflation medicine is certainly hurting. The recession started in the service sector, but, as it has lingered, the damage to industry has grown more severe. Manufacturing output has fallen by 7.8 per cent since the recession began, a fall three times deeper than that in service sector output. In the past fortnight, two more machine tool companies - the Beaver group and Matrix Churchill - have gone into receivership.

Yet the cries of pain from Britain's manufacturers have been surprisingly muted. The latest economic forecast from the Engineering Employers Federation paints a gloomy picture of falling employment and sluggish growth over the next 12 months. But most industrialists support the government's low inflation strategy and want to stay in the exchange rate mechanism.

Mr Neil Johnson, the federation's new director-general, is typical. A "short-term quick fix" would be counter-productive, however attractive. "It is vital for UK plc" that we remain in the ERM at the current level and get as close to the heart of the European market as possible."

Why are manufacturers so confident that they can endure the pain? Many believe that in the 1980s the efficiency and competitiveness of British manufacturing industry was transformed. Productivity grew by an average 5 per cent a year, compared with just 0.9 per cent between 1979 and 1980. Only Japan, among the main industrialised countries, had a superior productivity growth record. Profitability was higher than at any time since the mid-1960s, and Britain became a magnet for foreign investment.

Even the performance of the export sector has improved since 1981, relative to that in previous decades. The share of UK manufacturing in total world exports stabilised after 1982, albeit at a sharply reduced level in comparison with the early 1970s. Mr Bill Martin, economist at UBS Phillips & Drew, finds that the responsiveness of UK export volumes to changes in world trade was greater than at any time in 1985.

British industry achieved considerable success under the industrial policies governments pursued in the 1980s, "argues Mr Walter Eltis, director-general of the National Economic Development Office and soon to be chief economic adviser to Mr Michael Heseltine, the trade and industry secretary. Falling capital investment must impede the rejuvenation of British industrial competitiveness. But for optimists such as Mr Eltis, it is a price worth paying for low and stable inflation.

"ERM membership together with a reduction in UK inflation to the best levels achieved in Europe will create the underlying economic environment for a sustained and durable period of expansion," he argues.

There are dissenting voices. Mr Martin Taylor, managing director of Bridgeport, one of the UK's largest machine tool companies, fears that the recession and the accompanying collapse in investment are doing "irreversible and irretrievable" damage. "If you do not invest, you do not compete... You cannot stop investing for three years and then expect to be competitive when the recovery comes."

Two out of every five pounds spent in the UK come from central and local government. Sixteen years ago the proportion was 25 out of every 20. You do not have to be a rugged opponent of all collective spending to realise that the present proportion is high enough, or to realise how easily we could drift back to the proportions of the mid-1970s, or even higher. You only have to listen to the large number of claims by pressure groups uncritically reported on BBC Radio 4 and Radio 3 every morning saying that this or that worthy cause needs to have much more spent upon it.

There is no uniquely right method of controlling the public purse. Since the Plowden committee reported in the early 1980s, there have been periodic shake-ups in the system. As spending departments have become adept at working one control system to their advantage, the Treasury has devised new systems which they may not immediately be able to exploit. Thus, most of the reforms are welcome; but there is no point in going over the top and disparaging the previous system whenever a new one is introduced.

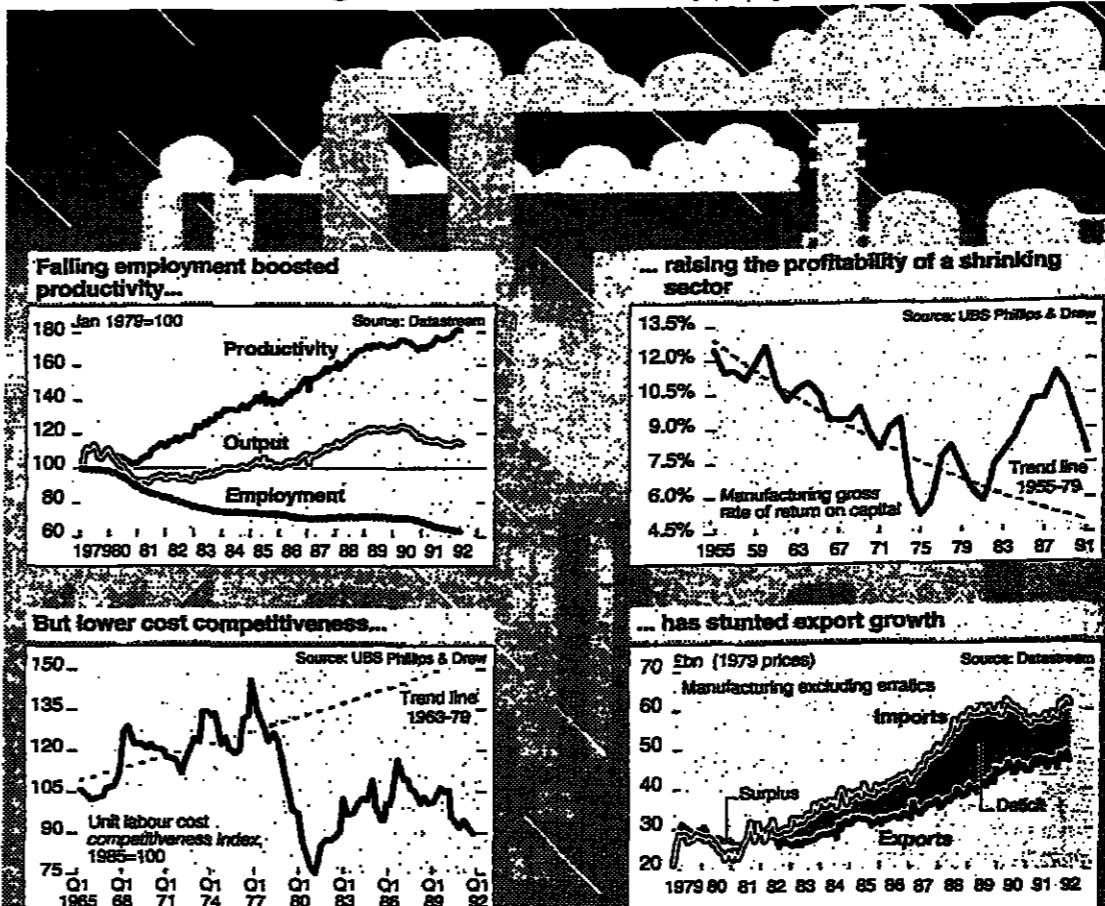
Just as predictably, the popular media become excited by talk of "cuts", when there have been no overall cuts since the Labour government negotiated with the IMF in the mid-1970s. The so-called cuts are simply reductions in planned rates of increase. If there are cuts in specific programmes - such as unpledged social security benefits - it will be to make room for larger increases elsewhere, eg in health and education.

Even since Plowden, public spending plans have been based on

Edward Balls asks whether the UK's manufacturing sector is strong enough to respond to economic recovery

Too lean for a long life

UK manufacturing: too small to succeed



Mr Taylor wants more than just ministerial stroking from the new management at the Department of Trade and Industry. A package of investment incentives to help recovery would be better. But even Mr Taylor refuses to join the growing chorus of economists calling for a

harder look at the international comparisons shows that the UK still lags behind in measures other than cost competitiveness. While UK productivity was catching up with its competitors, it started a long way behind. German manufacturing productivity was 151 per cent of British levels in 1979. Even in 1990, it was still 19 per cent higher.

Productivity growth was rapid. But the bulk of the gain in output per head was achieved by shedding jobs rather than increasing output and investment. Manufacturing employment has fallen by a third since 1979, while the real value of manufacturing output only recovered to 1979 levels in 1987. The share of manufacturing output, relative to gross domestic product, has shrunk from 28.2 per cent in 1979 to 22.4 per cent in 1981.

Most of this loss in output occurred during the last recession when a sterling appreciation, encouraged by North Sea oil output and high interest rates, reduced export competitiveness of manufacturing by 50 per cent in four years. Despite some gains in the 1980s, exports remain much less cost-competitive than in the 1960s or 1970s.

Real wages in UK manufacturing

Not surprisingly, the rate of return on capital remained lower than in any of these five countries, in spite of the partial recovery in UK profits. Business investment also grew more slowly in Britain.

Britain's manufacturing industry, provided of just over 60 per cent of UK export earnings, consequently remained too small to support its citizens' appetite for imports. The manufacturing trade deficit increased during the decade as the growth of import volumes outstripped exports. While the 1980-81 recession produced a current account surplus of 5 per cent of GDP, after eight quarters of recession the current account is in deficit by nearly 2 per cent of GDP.

The shrunken manufacturing sector and the existence of a trade deficit, at the bottom of the recession, suggest that the UK economy may experience difficulties when the recovery finally arrives.

A consumer expansion without manufacturing investment would generate imports without the means to pay for them, argues Mr Ian Thompson, economic adviser at the EEF.

Unless those imports are predomi-

nantly capital goods, the foreign exchange markets may become ner-

vous at a growing deficit and

demand higher interest rates to

compensate for the devaluation

Samuel Brittan

Spending: a new try



Two out of every five pounds spent in the UK come from central and local government. Sixteen years ago the proportion was 25 out of every 20. You do not have to be a rugged opponent of all collective spending to realise that the present proportion is high enough, or to realise how easily we could drift back to the proportions of the mid-1970s, or even higher. You only have to listen to the large number of claims by pressure groups uncritically reported on BBC Radio 4 and Radio 3 every morning saying that this or that worthy cause needs to have much more spent upon it.

There is no uniquely right method of controlling the public purse. Since the Plowden committee reported in the early 1980s, there have been periodic shake-ups in the system. As spending departments have become adept at working one control system to their advantage, the Treasury has devised new systems which they may not immediately be able to exploit. Thus, most of the reforms are welcome; but there is no point in going over the top and disparaging the previous system whenever a new one is introduced.

Just as predictably, the popular media become excited by talk of "cuts", when there have been no overall cuts since the Labour government negotiated with the IMF in the mid-1970s. The so-called cuts are simply reductions in planned rates of increase. If there are cuts in specific programmes - such as unpledged social security benefits - it will be to make room for larger increases elsewhere, eg in health and education.

Even since Plowden, public spending plans have been based on

payments in a slump and using recession as an excuse to give an upward ratchet to public spending.

There is a further and more vulnerable element in the new approach, which is to take more seriously the second and third years of the projections. Indeed, supposedly firm decisions have been announced for three years ahead; but we do not know exactly what they are, as the definitions of the new Control Total are still being negotiated in Whitehall.

The adjoining table gives, however, the picture as seen in terms of percentage increases. The idea is that, with a trend rate of growth of GDP at 2 to 3 per cent per annum, the trend growth of public expenditure must be less. The aim is an average 1 1/2 per cent annual rise in the Control Total. Adding in other elements, General Government Expenditure is expected to rise by an average of 2 per cent.

But within the overall aim, the specific profile still looks like the hump-backed bridge characteristic of spending plans. There is a more generous real increase in 1988-94, the first year of the new system, owing to a drop in the Treasury's inflation projection. The reductions in planned increases are in the two

subsequent years.

Clearly, the chancellor will not be able to stick to both his real and his nominal spending projections, unless he has miraculous good luck in predicting inflation.

Faced with a conflict between the two, there has been a shift of emphasis towards real terms for the medium term, while using the cash total as a short-term weapon of control.

Whether all this will actually

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system announced by the British chancellor, Norman Lamont, on Thursday is a round in favour of top-down. The cabinet will agree every year on a firm ceiling; and the bargaining between the Treasury and departments will be about the allocation of an agreed total. The Star Chamber will be put to sleep - until it is reformed in a new guise - and the allocation will be made earlier in the year than the customary autumn by a committee headed by the chancellor.

A more detailed change is that unemployment-related social security benefits will be removed from the Control Total (up to now known as the Planning Total) which will then cover about 85 per cent of General Government Expenditure. This move seems sensible to help avoid the opposite errors of cutting dole

risks. The size of the manufacturing sector will be a constraint on the pace of the recovery through the balance of payments," he says.

Implicitly, Mr Thompson is arguing that sterling is overvalued within the ERM. UK real wages relative to other countries are too high to make it profitable for enough companies to sell produce in Britain at the current exchange rate.

Is sterling overvalued? The simple answer is that nobody knows. Most of the standard tests of exchange rate overvaluation confuse, rather than enlighten, the debate. Model simulations of the exchange rate needed to maintain a sustainable pattern of capital inflows point towards overvaluation. But the recent forecasting record of macroeconomists does not inspire confidence in their models.

Purchasing power parity exchange rate measures add little value. The PPP method estimates an exchange rate at which traded goods prices would be equivalent in different countries. On this basis, sterling is correctly valued against other European countries, but overvalued against the US dollar.

Y currencies often diverge for years from these notional PPP rates, which tend to bear little relation to trade performance.

Calculations by Goldman Sachs, the US investment bank, suggest that the only time the dollar was correctly valued in the last 15 years was in 1994-95 when it was at the peak of a speculative bubble, and the trade deficit was growing.

Nor does the fact that industrialists are not complaining about the value of sterling add much of interest. The only reason they are still producing is that they are profitable at that exchange rate. They might complain about changes in the rate, but not the level itself. The businesses that might be producing at a lower real exchange rate have gone.

Overvaluation does not imply that existing manufacturers are on the verge of bankruptcy, but that they are too thin on the ground.

The shrunken size of the manufacturing sector, the unusual phenomenon of a substantial trade deficit at the bottom of a recession, the high level of UK long-term interest rates and the reliance on short-term capital inflows to fund the deficit, all these suggest overvaluation.

The feeble performance of the export sector during the recession also suggests that British companies have found it difficult to shift production to foreign markets as domestic demand has fallen. There have been exceptions: annual car export volumes rose by 180 per cent between 1988 and 1991. But cars make up less than 5 per cent of total exports. Overall, the UK export performance has been disappointing, particularly in comparison with Japan, where companies have responded to sluggish domestic demand growth by boosting exports. Japanese export volumes grew 5 per cent in 1991, compared with 6.4 per cent in the US and 0.7 per cent in the UK.

Whether a sterling devaluation would reduce UK real wages or simply generate higher inflation to offset the gains in cost competitiveness is another matter. But until recovery comes, economists can only guess how long foreign exchange markets will tolerate a large UK current account deficit. As Mr Thompson explains: "Ultimately the only way you can measure it is to see whether the export capacity grows to meet the import demand that is, recovery finally arrives.

Windows thrown open in a suffocating room

The Israeli government is winning friends in the US and the Arab world with its peace and settlements initiatives, says Hugh Carnegy

As Israel's new government moves into its third week in office tomorrow, its supporters are asking themselves how long Mr Yitzhak Rabin's remarkable honeymoon as prime minister can last. The weekend's ebb and flow of tension between Iraq and the UN illustrates how conflict can all too easily supersede talk of peace in the Middle East.

Nevertheless, the transformation since Mr Rabin took over has been impressive. Only a few weeks ago, under Mr Yitzhak Shamir, the previous prime minister, the country seemed to sulk at the rest of the world, stubbornly refusing to loosen its grip on the occupied Arab territories. At loggerheads with the US, its greatest ally and financial prop, Israel elicited little sympathy even from its friends.

Mr Rabin's arrival at the head of a coalition led by the Labour party has changed all that remarkably quickly. Within days of the government's installation, Mr James Baker, the US secretary of state, was in Jerusalem, conferring amiably with Mr Rabin and Mr Shimon Peres, his foreign minister, and publicly praising their commitment to Middle East peace talks.

In particular, Mr Baker welcomed their willingness to curb Jewish settlements in the occupied territories, the issue which, more than any other, had soured relations between Washington and Mr Shamir.

The juicy reward of \$10m in US loan guarantees to aid absorption of mass immigration from the former Soviet Union – sought in vain by Mr Shamir – now seems assured.

The day after Mr Baker was warmly welcomed in Cairo by President Hosni Mubarak, an honour the Egyptian leader never extended to Mr Shamir. And in a week or two, the prime minister is off to the US to see President Bush at his Kennebunkport holiday home. Chummy tennis games (Mr Rabin is a keen player) and boat rides are likely to be the public image of the meeting – unthinkable in the days when Mr Bush and Mr Shamir spoke through clenched teeth.

The change has largely been welcomed by Israelis all the mainstream newspapers are backing Mr Rabin's initiatives. The opposition – especially Mr Shamir's battered Likud party – is still reeling from Labour's June election victory. Many government supporters bubble over with enthusiasm, now that the long years of banting with what seemed the Likud's eternal supremacy are over.

"I must tell you I'm so happy



Build-up: workers in the West Bank on the day Israel agreed to curb settlements in the occupied territories

about what is happening," confided a woman in a Jerusalem record store on discovering her customer was a foreign correspondent.

"There is a great feeling of relief," said Mr Gideon Rafael, a former director-general of the foreign ministry. "It is as though we were a people suffocating in a closed room when suddenly someone threw open the windows."

It is not just that people are pleased at the restoration of diplomatic cordialities. Many of those who backed Labour and Meretz, its left-liberal ally in government, were afraid that the Likud's dogged ideological attachment to permanent Israeli rule over the occupied territories was leading towards a breakdown of the Middle East peace negotiations begun last October in Madrid. They feared that, ultimately, such a stance would precipitate another war between Israel and its Arab neighbours.

"I believe we saved the country at the last minute," said Mr Tzvi Raziel, a leading figure in the Peace Now movement.

Mr Rabin has not put it in such apocalyptic terms. But he

has made it clear repeatedly since winning the election that he believes that Israel now has an opportunity to achieve peace with its neighbours and that it must be seized.

He sees the disappearance of Soviet influence in the region and the military subjugation of Iraq by the US and its allies as a priceless windfall for Israel. At the same time, however, hostility to Israel is still latent in the region and a new threat lies in the nuclear and other advanced weapons capability that may be accumulated by states such as Iran.

"I believe this situation will not exist forever. Either we exploit it or we might miss it," said Mr Rabin shortly after the election. Later he said: "A lot depends on what we do in the area of making peace, something which could help us get international participation, led by the US, in a war against nuclear arms proliferation."

Mr Rabin therefore wasted no time in setting out his store: settlements have been substantially frozen and the Palestinians and Arab states invited to engage in continuous negotiations based on an ultimate

commitment by Israel to exchange occupied "land for peace" – the formula Mr Shamir always rejected.

But the prime minister is canny enough to know that the smooth ride he has so far enjoyed may give way to rougher terrain. The honeymoon at home is unlikely to last forever.

So far, the government has been pleasantly surprised by the lack of effective protests from the heavily armed Jewish settlers. But they still have the capacity to cause noisy and perhaps violent disruption through demonstrations both against the government and against its Palestinian neighbours.

The Likud, too, will surely regroup. Mr Shamir is set to resign as party leader. An election for a successor will be held in December in which the front-runners will be Mr Yitzhak Shamir, son of the late Menachem Begin, Likud's great founding hero, and Mr Binyamin Netanyahu, the energetic former junior minister.

Both profess deep commitment to the Likud ideology and will seek to rally opposition to what they regard as Mr Rabin's disastrous willingness to make concessions to the Arabs. Some newspaper commentators have already begun to voice anxiety that the government's moves on settlements have met only a cool reception in the region, failing, for example, to elicit any commitment to end the Arab boycott of trade with Israel in return, as the US has proposed.

The Arabs remain sceptical of Mr Rabin, anguring difficulty when the peace talks resume, probably next month. They are unhappy that, despite his commitment to giving up territory, Mr Rabin has said that it will not happen before Israelis have had another chance to vote on the question.

Under the structure of the peace talks as they were launched in Madrid, permanently giving up land will not be an issue until after an interim settlement with the Palestinians of the West Bank and Gaza has run for three years. Therefore, Mr Rabin says, it is almost certain another general election will be held in Israel before any decision is made on the final status of the territories.

What Mr Rabin and his allies in Israel are hoping, however, is that an interim agreement with the Palestinians can be negotiated which will prove sufficiently successful to persuade Israel that a return to the Likud's expansionist ideology would be untenable, leaving Labour in the driving seat for many years to come.

Mr Rabin therefore wasted no time in setting out his store: settlements have been substantially frozen and the Palestinians and Arab states invited to engage in continuous negotiations based on an ultimate

The Arabs remain sceptical of Mr Rabin, anguring difficulty when the peace talks resume

Iran

I believe this situation will not exist forever. Either we exploit it or we might miss it," said Mr Rabin shortly after the election. Later he said: "A lot depends on what we do in the area of making peace, something which could help us get international participation, led by the US, in a war against nuclear arms proliferation."

Mr Rabin therefore wasted no time in setting out his store: settlements have been substantially frozen and the Palestinians and Arab states invited to engage in continuous negotiations based on an ultimate

set of principles.

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Christopher Sharples, The Securities

Prime minister promises electoral reform after low turnout by voters

Japan's ruling LDP tightens hold on power

By Robert Thomson in Tokyo

JAPAN'S ruling Liberal Democratic Party tightened its hold on power yesterday by winning more than half of the 127 seats contested in an Upper House election conspicuous for a record low voter turnout.

Mr Kiichi Miyazawa, the prime minister, surprised by a voter turnout estimated at 48 per cent, well below the previous low of 57 per cent, promised to introduce electoral reforms to increase confidence in the political system.

Meanwhile, Mr Makoto Tanabe, leader of the Social Democratic Party (SDP), the leading opposition party, was under pressure to resign because of the party's poor showing. The trade union-backed Rengo, an ally of the SDP, appears to not have won even one seat.

Early today, the LDP had won at least 63 of the 127 seats contested in the half-house election, four more than its official target, and enough for Mr Miyazawa to interpret the outcome as a vote of confidence in his leadership.

The SDP appeared to have collected about 22 seats, while the New Japan Party, a new centrist party that hopes to usurp the SDP as the main opposition party, is likely to have won four

seats in its first election and could play a significant role in a general election due in 1994.

Opposition parties had viewed the election as a referendum on LDP legislation to allow the dispatch of military personnel on United Nations peacekeeping operations, but most Japanese voters were unimpressed by the opposition's campaign.

Japan's economic slowdown worked in favour of the ruling party, as opposition parties, focusing on the peacekeeping legislation, did not offer an alternative economic policy. Mr Miyazawa had called an emergency Cabinet meeting on Friday to discuss the ailing stock market and to reinforce his party's economic credentials.

The LDP, which controls the more powerful Lower House, will still be a few seats short of a majority in the Upper House, but is now in a strong position to regain control at the next half-house election in 1995.

The SDP's Mr Tanabe admitted that the party has "defects". However, he said that, rather than resign, he should take responsibility for overcoming these defects.

Peace, prosperity and corruption, Back Page, Section II



Japanese prime minister Kiichi Miyazawa casts his vote

UK chancellor defends low inflation policy for recovery

By Emma Tucker and David Owen

MR NORMAN LAMONT, the UK chancellor of the exchequer, yesterday hardened his defence of the government's tough economic strategy in the face of renewed calls for other approaches to remedying the country's economic woes.

In an interview with BBC Radio 4, Mr Lamont said the pursuit of low inflation was the only policy that would bring lasting economic recovery and improve Britain's competitiveness.

He also ruled out devaluation of sterling within the European exchange rate mechanism.

His comments came on the eve of more bad news for the UK economy. Tomorrow the Confederation of British Industry's quarterly industrial trends survey will show there was a sharp drop in business confidence during the past month and that manufacturing companies do not expect their orders to increase over the next few months.

This week will also see figures

showing that home mortgage lenders repossessed more than 30,000 homes in the first six months of the year, a small drop from the record 38,000 repossessed in the previous six months.

Over the weekend, several mortgage lenders again warned that they might have to raise rates, even if base rates stay unchanged, to make up for bad debts and heavy losses from repossessions.

Mr Lamont admitted the recession had lasted longer than he had expected but said this did not justify an "alarmist" talk of a 1930s-style slump.

Although he understood why people were impatient for some improvement, he insisted that the government's anti-inflation strategy was a pre-condition for sustained recovery. "It is the only policy that can be pursued. It will bring recovery and, most important of all, within this decade we will be in an excellent position against the best economies in Europe," he said.

On the same programme, Lord

Tebbit, the former Conservative

cabinet minister and prominent Eurosceptic, accused the chancellor of surrendering economic control to Germany.

"At the moment the German economy needs high interest rates. I suspect that the British economy needs rather lower interest rates and we have locked ourselves into a position where the Chancellor has no discretion at all," Lord Tebbit said.

The main opposition Labour party accused the chancellor of "breathtaking and arrogant complacency". Mr Gordon Brown, the new opposition chancellor said: "He is now misleading us in saying there are no alternative policies to follow."

Mr John Townsend, chairman of the Conservative backbench MPs finance committee, noted that Mr Lamont was still "more optimistic than many people".

Treasury defends reputation, Page 6
The week ahead, Page 8
Manufacturing sector waits for recovery, Page 12
Samuel Brittan, Page 12

Progress in North American trade talks

By Damion Fraser
in Mexico City

TRADE ministers from the US, Canada and Mexico yesterday concluded their talks in Mexico City aimed at ironing out their remaining differences over the North American free trade agreement without announcing any major breakthrough.

After a weekend of negotiations, the ministers said progress had been very positive. They would meet again this week to build on the momentum achieved over the last two days.

Mrs Carla Hills, the US trade representative, suggested the negotiations would draw to an end soon: "You can't stay at top of the ninth innings for ever," she said, referring to an analogy President George Bush had drawn earlier.

But Mrs Hills added that a number of key texts - including those on cars, textiles, financial services and investment - had not been completed. Mr Michael Wilson, Canada's trade minister, said his country had difficulties with the rule of origin proposed by Mexico and the US in the textile sector, but would try to obtain relief with tariffs.

The talks are reported to have advanced a number of substantive issues, with progress made negotiating texts on agriculture, government procurement, foreign investment and energy. The agriculture text was almost finalised, said a senior Mexican official.

Under US trade law a completed text can be presented to the US Congress 90 days after it has been finalised by the trade ministers. If President Bush intends to send Congress the agreement a few days before the November 3 presidential elections the deadline for negotiations is the beginning of August.

The Mexicans and Canadians would also like to conclude an agreement as soon as possible. The Mexican stock market is down 18 per cent from June 1, in part because of fears a free trade agreement will not be signed, while the Canadian government faces elections next year and would like to put Nafta negotiations behind it as soon as possible.

This was the ministers' sixth formal meeting since negotiations started 13 months ago.

Lloyd's poised for new chairman

Continued from Page 1

The changeover will be welcomed by many at Lloyd's. Leading agencies and brokers as well as the Association of Lloyd's Members, a moderate group of individuals whose assets support the insurance market's capital, are all likely backs.

At today's EGM Mr Neil Shaw, newly elected ALM chairman, will speak in favour of a motion, backed by the ALM, which urges the council to press ahead with implementation of the reforms recommended in January by a market task force headed by Mr Rowland.

This week will also see figures

send the wrong signals to Lloyd's bankers and policyholders if they win motions which the dissidents have tabled at the EGM. Names would trigger "meltdown" if they voted to overturn a levy needed to boost the market's central fund, he added. The fund, recently boosted from £200m to £300m, pays claims when Names, the individuals whose assets provide the market's capital, are unable to meet their obligations.

The proposal is one of four submitted by the dissidents who called for the EGM last month. But voting will be by postal ballot, with the result not known until the end of next month.

The task force advocated the modification of the principle of unlimited liability - by which Names are liable for all insurance losses - and the introduction of corporate capital to Lloyd's. Task force recommendations that the regulation of Lloyd's be separated from day to day governance were echoed in the conclusions of a second committee, headed by Sir Jeremy Morse, Lloyd's chairman, earlier this month.

Mr Shaw said yesterday that it was "fundamental" to have a new leadership team in place "as quickly as possible". He warned that Lloyd's dissidents would

September, but that the finance ministry has yet to approve protection by the ruling Liberal Democratic Party for an outlay of £5,000bn to £8,000bn (£21bn-£23bn).

At the meeting, ministers showed their frustration with the weak stock market by suggesting that Japanese insurance companies increase their stock purchases to stimulate demand.

The US and Japan will begin a two-day review tomorrow of a pact signed in 1990 to remove "structural impediments" to bilateral trade, and US representatives are certain to ask Tokyo to stimulate the economy.

The slowdown has led to a surge in Japan's trade surplus, which was a record \$45bn (£25bn) for the first half and is still rising.

Continued from Page 1

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INSIDE

Bibby wins a war of nerves in Spain

On paper the takeover by J Bibby & Sons, the UK industrial and agricultural group, of Finanzauto, Spain's leading supplier of earthmoving equipment, looked like a no-brainer purchase. But Bibby faced a more nerve-wracking and costlier battle than had been originally envisaged even though Finanzauto, with consolidated profits 68 per cent lower last year, appeared ripe for a friendly takeover. Page 16

Fun goes out of Ecu bond party

It was a great party while it lasted. European governments and investment bankers loved the market for Ecu bonds, until recently one of the quickest-growing financial markets around. At the end of last week, though, the market all but seized up. Today, bankers will try to kick-start it again — though the prospects over the coming months do not look good. Page 19

Gifts cool to new regime

The new UK regime for public spending — which seeks to impose tough disciplines with a view to reining back increases in the public sector borrowing requirement — was last week introduced not in parliament but in off-the-record briefings to journalists. The gift market — to which the question of future rises in public spending is crucial — was not greatly excited by the changes. Page 18

Three-way tug-of-war looms

The stage is set for a complex summer tug-of-war in the US credit markets between political opinion polls, currency markets and economic statistics. The three forces were neatly on display last week as central banks intervened in the currency markets to support the ailing dollar; as Mr Alan Greenspan, the Federal Reserve chairman, gave his twice-yearly Humphrey Hawkins testimony to Congress; and as Mr Bill Clinton, the Democratic Presidential candidate, continued his surge in the polls. Page 18

Canada develops taste for funds

Canada's 10 provinces have a healthy appetite for funds and investors seem eager to satisfy it. The provinces and their utilities, such as Ontario Hydro and Hydro-Québec, have tapped the domestic and international bond markets for about C\$24bn (\$20bn) so far this year. Last week alone British Columbia, Alberta, New Brunswick and Nova Scotia raised more than C\$1.5bn in Canadian and US dollar-denominated bonds. Page 18

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Obstacles on the road to growth in China

China's economy is overheating. It seems set to ride the boom phase of the "boom-bust" cycle that has been a hallmark of the Chinese economy since Beijing embarked on market-oriented economic reform. In 1978, in the first half of this year, gross domestic product (GDP) was 10.6 per cent higher than in the first half of 1991. Industrial production, on the same basis, was up 18.2 per cent, and consumer spending was 14 per cent higher over the same period.

China's nation-wide inflation rate in June was 3 per cent. But that national figure disguises inflationary pressures where they matter most — in

Wellcome to sell 270m shares at 800p

By Maggie Urry

WELLCOME Trust last night set an 800p price for the sale of shares in Wellcome, the drug company, bringing to a successful conclusion the biggest non-privatisation share sale ever mounted.

The price compares with Friday's close of 825p and was considered a narrow discount given the size of the issue and the recent difficult market conditions.

Depending on last-minute fine-

tuning, the trust will sell 270m shares. The sale will raise £1.1bn (\$1.6bn) after paying £75m to the banks and brokers who organised the global sale.

The sale was completed in spite of the poor state of equity markets in the UK, US and Japan during the period of the offer and the possibility of hostilities breaking out in the Gulf again as the offer was closing on Friday.

Mr Roger Gibbs, chairman of the trust, said the sale would increase the medical charity's annual income to around £220m

which "will be of great benefit to medical research".

When the trust first announced its plan to reduce its stake in Wellcome from 73.5 per cent to less than 50 per cent, the shares stood at 211.2p. The trust considered cutting its stake to 25 per cent through the sale of 417m shares. In June it indicated the offer would be of 330m shares.

Although the trust had bids for 360m shares it decided to cut back the sale to ensure a successful aftermarket. If it sells 270m shares it will still hold 42 per

cent of the company's equity. Trading in the shares will start at 8.30 this morning. Robert Fleming, the merchant bank co-ordinating the sale, has allocated an extra 40m shares under the "green-shoe" option. It can stabilise the share price by buying up to 40m shares until August 26 if the price falls below 800p. If it buys back less than 40m shares the sale will, in effect, have been increased.

Last night Fleming was finalising allocations to investors who put in tenders for the shares. UK institutions were slightly favoured and about 60 per cent of the shares will go to them. US investors will receive about 23 per cent although they made 25 per cent of the bids. Japanese investors will take about 5 per cent with the rest divided between other regions and the UK public offer.

Individual bidders were scaled back according to a number of criteria. Those who put in bids early were rewarded, and a slight advantage was given to bidders who were aggressive on price.

WPP steps up pressure on investors to support rescue

By Maggie Urry in London

WPP, the UK marketing services group which is asking shareholders to approve a \$1bn refinancing at a special meeting on August 5, will this week write to its investors telling them that if the proposals are not passed there will be little alternative but to appoint a receiver.

Receivership would leave nothing for shareholders, and would force banks to write off a proportion of their loans.

A receiver has been lined up and has been working on a plan which would involve selling the assets and undertakings of WPP to a new company, wholly owned by the banks. This would leave shareholders with a stake in a company with nothing but debts.

If WPP's reconstruction failed there could be widespread implications for other companies in trouble. A director of Samuel Montagu, the group's merchant bank, said that if WPP went into receivership after bankers had spent eight months working on a refinancing, "banks will not bother to work on reconstructions in future. They will put in a receiver on day one."

He was optimistic, however, that the shareholders would pass the special resolutions to be put to them at the meeting. He said the deal was a better one for shareholders than investors in other troubled companies had been offered.

The resolutions need to be approved by 75 per cent of those voting in each class of share. Investors will be urged to complete proxy cards if they cannot attend the meeting.

The outcome could depend largely on Fidelity, the large US investment group which last week bought a further 3m preference shares, giving it 10 per cent of that class. Fidelity has told shareholders and analysts it plans to vote against the resolutions. WPP's bankers are puzzled about the institution's motives.

The WPP share price has fallen since final terms of the refinancing were fixed on July 1, when the offer to preference shareholders was sweetened, and Fidelity first announced its intention to vote against. From 50p at the start of the month, the shares slid to 37p at Friday's close.

Some think the shares will recover if the votes are passed and that Fidelity is buying for that reason. Others believe Fidelity is trying to force a further improvement in the terms.

Daniel Green and Ronald van de Krol on implications for Europe's regional aircraft business of the agreement to transfer Fokker into German hands

Deal signals moves to fly in formation

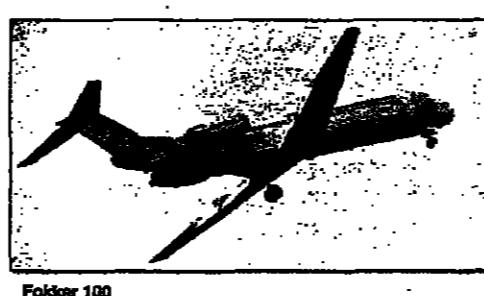
Deutsche Aerospace takes control of Fokker



Deutsche Aerospace

1991
Turnover: DM12.4bn (\$8.3bn)
Profits: DM50m
Employees: 56,455

Subsidiary of Daimler-Benz. Operations include Deutsche Airbus which will assemble the A321 in Germany; makes segments of other Airbus models. MTU unit makes aero engines in partnership with Pratt & Whitney. MBB aeroframe unit, acquired in 1989, is a partner in Eurocopter project with Aerospatiale. Dornier unit builds small passenger aircraft.



Fokker

1991
Turnover: Fl 13.8bn (\$8.2bn)

Pre-tax profits: Fl 194m

Employees: 12,880

Bailed out by Dutch government after heavy losses in 1987. Aircraft include Fokker 50 twin-turboprop and F100 twin-jet; subcontract work includes Airbus 300 and 310 and F-16 military jets and guided weapon systems such as Patriot and Stinger missiles. Needs partner to achieve ambition of building larger regional jets

seater and 130-seater versions to be developed.

In the forefront of partnership moves across the industry is Dasa, just three years old and owned by Germany's biggest industrial group, Daimler-Benz. It was established as an umbrella for the country's fragmented aerospace industry and has since entered into a series of international alliances for helicopters, satellites and aero-engines.

The industry is dogged by overcapacity, with nine different manufacturers having sold more than 100 aircraft each into the huge US market. That overcapacity has led many manufacturers into financial difficulties. Companies such as British Aerospace, Aerospatiale of France and Sweden's Saab have been forced to consider partnerships to survive.

Fokker had more to worry about than many. It has already been rescued by the Dutch government, in 1987, and its successful Fokker 100 aircraft needs heavy capital investment for 70-

company's disparate activities. And, if successful, Regioline could face only dishevelled and dispirited rivals struggling to find partners. Bae, which last month launched its long-awaited regional aircraft, said yesterday it was "still pursuing talks leading to a joint venture or a merger, not necessarily in Europe".

Bae may be hoping that the Dasa-Fokker deal hits trouble. This happened in 1989 when Fokker merged with VFW, now part of Dasa. The partnership was dissolved in 1978 amid recriminations over the flop of a new 44-seater aeroplane, the VFW 614.

Last November, Dasa formed the Regioline regional jet consortium with Aerospatiale and Alenia of Italy. Fokker believed that the French and Italians will take stakes in the new Dasa-Fokker company and that the Fokker 100 will form the core of the consortium's model range.

There is opposition dead within the Netherlands. Dutch politicians and trade unions remain worried about "carving up" Fokker among the Germans, French and Italians.

This disquiet springs from many sources. Unlike the fruitfulness of Anglo-Dutch partnerships, which have produced big

groups such as Unilever and Royal Dutch/Shell, there is no tradition of successful corporate alliances between Dutch and German companies. At the same time, lingering resentment resulting from the Second World War combined with the natural wariness of a small country for a powerful neighbour, charges the takeover with emotion and politics.

But everyone in the regional aircraft industry is aware of what happened to big aircraft makers. This once bustling business is now dominated by just three companies: Boeing, Airbus and McDonnell Douglas.

They know that the regional aircraft industry needs fewer competitors. Fokker needs a big brother and Dasa wants to become a mature business. Some in the Netherlands fear that the deal means the beginning for the end of the Dasa.

The outcome could depend largely on Fidelity, the large US investment group which last week bought a further 3m preference shares, giving it 10 per cent of that class. Fidelity has told shareholders and analysts it plans to vote against. From 50p at the start of the month, the shares slid to 37p at Friday's close.

Some think the shares will recover if the votes are passed and that Fidelity is buying for that reason. Others believe Fidelity is trying to force a further improvement in the terms.

Economics Notebook

By Simon Holburt in Hong Kong

tor in a recent issue of China Economic News. Well, no sign yet.

The desire for faster economic growth has become an article of faith for the country's ageing leadership.

Just over a week ago it became Chinese government policy to strive for annual real growth of between 9 per cent and 10 per cent a year for the rest of this decade. It succeeded.

China also had a problem with its budget deficit. At around 3.5 per cent of GDP the deficit mainly reflects subsidies to state industries and the country's urban population which receives virtually free housing, education and health.

But, at the current stage of its development, the World Bank estimates that China can probably not grow faster than 6 per cent a year — its estimate for the long-run trend growth of total factor productivity — without inflation getting out of hand. This is the

ing money; in effect, China monetises its deficit.

The second is infrastructure. Take road and rail. China is a little larger in area than the US but its road network is equal to only 16 per cent of that in the US while the length of its rail network is 23 per cent of the US.

The main constraint to China's growth and the sources of inflation are many but a number stand out.

The first is monetary. China operates quantitative controls on credit but its ability to enforce them is weak.

In the first half of the year China's banks made loans worth Yn320bn — twice the government's original target. Much of this credit is being

pumped into the country's inefficient state industrial sector.

In the first three months of this year, money supply was rising at an annual rate of 31.6 per cent. This was the ninth consecutive quarter of accelerating growth and the highest quarterly reading since 1988 when the economy last came unstuck.

China also had a problem with its budget deficit. At around 3.5 per cent of GDP the deficit mainly reflects subsidies to state industries and the country's urban population which receives virtually free housing, education and health.

Although it sells government bonds to finance the deficit, it does not sterilise the deficit. The massive loans to state industry are still

the market with its budget deficit.

The cost of providing these services, especially in the state industrial sector, is costing China dearly.

Yet the solutions to the problem — freeing the labour market, instituting sensible housing reforms, and lifting the burden of the state from the backs of the people are still

distant prospects.

China's nation-wide inflation rate in June was 3 per cent. But that national figure disguises inflationary pressures where they matter most — in

the cities. In May, three major Chinese cities, including Guangzhou (Canton), had inflation rates above 20 per cent.

The main constraint to China's growth and the sources of inflation are many but a number stand

COMPANIES AND FINANCE

Aer Lingus cuts value of GPA stake by £22m

By Vincent Boland in Dublin

AER LINGUS has reduced the value of its stake in GPA Group, the aircraft leasing group, by £22.9m (£20.6m in its accounts for the year to March 31).

Its 8.76 per cent stake is valued at about £113m, based on exchange rates ruling at March 31.

This implies a price of \$18.50 for each GPA share at March 31, compared to the range of \$20-\$25 a share (before a two-for-one split) which GPA set for its failed international public offering last month.

GPA said the price of \$18.50 a share was in line with its estimates of current value, though there has been no trading in GPA shares since the offer was cancelled.

Aer Lingus's carrying value has been adjusted to take account of the airline's legal and administrative costs relating to the stake.

The airline owns 9.94m shares in GPA, which would have doubled following the proposed split. It hoped to sell a minimum of 1.64m shares in the offering, which was cancelled at the last minute on

June 18.

Mr Larry Stanley, chief executive of Aer Lingus Commercial Holdings, said the value had been reduced for "reasons of prudence," prior to the cancellation in line with the indicated price range.

Aer Lingus, one of the founding shareholders in GPA, was one of those most anxious to see the offer proceed. It had planned to use the funds to reduce gearing.

It has been released from the "lock-in" arrangements agreed between GPA and its main shareholders before the offer and is believed to be keen to establish GPA's intentions on seeking a quotation.

Mr Stanley said Aer Lingus was adopting a wait and see approach and has had several meetings with GPA to discuss future financing arrangements.

"We were very disappointed with the failure of the international public offering," he said. "It was an opportunity for us to get liquid. But we wanted to wait until we have a clearer idea of what GPA intends to do before making any decision."

But instead of welcoming GPA's overtures, Finanzauto resisted them.

"We were very disappointed with the failure of the international public offering," he said.

Counting the cost of a less than easy route into Spain

Tom Burns looks at the complexities that Bibby faced over its hostile £86m takeover of Finanzauto

JBIBBY & Sons, the UK industrial and agricultural group, has broken new ground as the first wholly-owned foreign corporation to acquire a Spanish company in a hostile takeover.

Establishing the precedent proved more nerve-wracking and costlier than had been originally envisaged.

Mr Richard Mansell-Jones, chairman of Bibby, says he has "no regrets" about the company's acquisition last week of Finanzauto, Spain's leading supplier of earthmoving equipment.

"There was nothing that happened which made us feel 'gosh, we should never have gone in'."

On paper it had looked like a pushover purchase. Bibby is 79 per cent owned by Barlow Rand of South Africa, which has longstanding ties with Caterpillar of the US. Caterpillar backed the takeover and Finanzauto is the sole distributor of Caterpillar equipment in Spain.

Finanzauto, moreover, looked ripe for a friendly takeover. Its consolidated profits plummeted by 68 per cent to \$4.8m last year. It faced the bleak prospect of a worsening domestic construction slump exacerbated by delayed government payments to contractors.

But instead of welcoming Bibby's overtures, Finanzauto resisted them.

"We were very disappointed with the failure of the international public offering," he said. "It was an opportunity for us to get liquid. But we wanted to wait until we have a clearer idea of what GPA intends to do before making any decision."

But instead of welcoming GPA's overtures, Finanzauto resisted them.

The Spanish company's response was, in part, a knee-jerk reaction against a foreign bidder that had taken a cheap acquisition for granted. The controversial six-month long struggle to take over Finanzauto was nonetheless more complex than that and it produced valuable lessons for all concerned.

A sample of opinions over the acquisition process includes the following:

• Mr William Connolly, of Barings, Bibby's advisers, learnt that Class One purchases, a denomination which included the Bibby bid and which requires shareholder approval under UK company law, are inherently risky in Spain: "We were faced with two basically different company legislations which were in conflict and contradictory."

• Mr Santiago Eguizábal, of Madrid brokers Asesores Buras, who advised Finanzauto, discovered that a very diluted equity — nearly 80 per cent of Finanzauto's stock was held by 14,000 odd small shareholders — does not mean the trouble free bid, even when the market is as exceptionally depressed as Spain's is. "A very efficient defence can be mounted for very little money and the board, representing the shareholders, will insist on a good price."

• A senior analyst at a top



Richard Mansell-Jones — no regrets concerning bid

underestimate the Spaniards."

The implication was that Bibby bought over the odds.

As the divergent views indicate, Bibby had anything but an easy ride. It initially approached Finanzauto via Barings, in February. But then over the past three months Bibby clashed openly with the Spanish company's board over pricing, scored the way it had managed its business, had its original takeover bid rejected by Madrid's stock exchange commission and finished up paying \$26.2m, for Finanzauto, \$1m more than it had originally intended.

At the core of the UK company's tension-fraught acquisition was the Class One category of its bid. Because Bibby's original offer of £7.75m for Finanzauto made a significant impact on its own market capitalisation and because, by consolidating Finanzauto's debt it exceeded its own borrowing limitations, Bibby was obliged, under UK company law, to issue a Class One circular to its shareholders and to request them to waive the limitations at an extraordinary general meeting.

The delay for shareholder approval eliminates the surprise factor of a bid and allows the target company to kill it either through introducing home-grown defensive mechanisms or by inviting

counter offers.

Madrid's stock exchange commission automatically suspended trading in Finanzauto shares when Bibby informed it of its bid on account of the price sensitive nature of the instrument. But when Bibby was unable to simultaneously deliver an offer of shareholder support, the commission lifted the suspension as soon as it was satisfied that the market was aware of the development.

Mr Mansell-Jones says Bibby made it clear to the commission that Barlow Rand, Bibby's majority owners, backed the acquisition. To his chagrin the market regulators chose however, a "legalist" interpretation and insisted on a shareholder vote at the egm.

The commission offered a different interpretation. Bibby knew perfectly well that its shareholder support documentation was not in order but it put in its bid anyway in the hope of scaring off any counterbidders.

Bibby should have acted quickly and delivered the price sensitive information and the shareholder support at the same time," said a commission spokesman.

The upshot was that over a 14-day period last month Finanzauto resumed trading on the Madrid stock exchange, and Bibby, which was awaiting

its egm, could only watch Finanzauto's share price rise and worry about rival bids.

Additionally, Bibby discovered what Mr Mansell-Jones calls a "critical difference" between the London and Madrid market practices. As the offer period came to a close, the UK company found itself unable to count the acceptances and therefore decide whether to walk away, maintain the offer or revise it.

"We were operating in the dark, we couldn't take the temperature," Bibby's chairman says. The UK company believed that its offer of \$7.75m per share had a "sporting chance" but offered no certainties. It therefore ultimately chose to increase the bid to \$7.80m.

Bibby's predicament was increased by the highly aggressive defence mounted by Asesores Buras, Finanzauto's advisers. It included a wide-ranging press campaign, letters to individual shareholders and detailed presentations to the institutions.

"Our strategy was to convince everyone that Finanzauto was worth more than what Bibby was saying," said Mr Eguizábal of Asesores.

By last week when more than 80 per cent of Finanzauto's shareholders accepted the increased price, there were neither winners nor losers.

Lower tax bill cushions Black Arrow profit fall

THE FULL effects of recession were felt by Black Arrow Group in the year ended March 31, 1992, resulting in a reduction in pre-tax profit from £1.87m to £1.29m.

However, earnings per share rose to 3.5p (3.0p) after a tax charge of only £284,000 (£1.07m) and minorities reduced to £14,000 (£55,000). The final dividend is 1.5p for an unchanged total of 2.1p.

Turnover in the office furniture manufacturing division

fell 30 per cent to £15.1m, and profit by a commensurate amount. However, margins were sustained by a reduction in overall costs.

In leasing and instalment finance turnover dropped 11.5 per cent to £1.45m.

The profit included an exceptional £308,000 on the sale of a subsidiary's trading freehold.

The group's financial condition was healthy and borrowings had been virtually eliminated.

Magnetic agrees second TT bid

By Steve Thompson

TT GROUP, the rapidly-expanding conglomerate run by Mr John Newman, former acquisitions manager at Hanson, has launched an agreed £11.8m bid for Magnetic Materials, the Slough-based manufacturer of magnetic components.

Last year MMG fought off a hostile bid by TT.

The offer is three new TT shares for every 10 MMG, with a partial cash alternative which allows accepting shareholders to receive approximately 50 per cent of their consideration in cash.

At last Friday's closing price of 215 per TT share, the bid values MMG group shares at 64.5p, compared with the closing price of 54p.

TT already speaks for just short of 40 per cent of MMG's shares, as a result of its unsuccessful bid in 1981 which was worth £9.5m.

Mr Brian Morris, chairman of MMG, said because of TT's resources "MMG will be better placed to exploit the growing worldwide markets for our products."

TT also revealed that it had held preliminary talks with the board of AB Electronics, the electronics group in which it recently bought a 7.41 per cent stake. TT described the talks as "constructive" but said discussions regarding its proposed merger are at an early stage.

In March TT bought a 7.5 per cent in ML Holdings, another electronics components manufacturer.

Fleming Enterprise net assets decrease

At June 30 1992, net asset value at Fleming Enterprise Investment amounted to £183.2p, compared with £185.8p a year earlier.

The managers said they were working on the basis that recovery would be tentative at best, until well into 1993.

Net revenue worked through at £1.78m (£1.91m) for earnings per share of 4.46p (4.77p).

The final dividend is 3.2p for a total of 4.5p (4.8p).

MTM to sell its country HQ in move to reduce borrowings

By Chris Tighe

MTM, the chemicals group, is to offer its country house headquarters for sale as part of its restructuring and debt reduction programme.

Rudby Hall stands in landscaped grounds on the North Yorkshire/Cleveland border. MTM said it is open to offers for the building; estate agents have yet to be instructed.

CROSS BORDER M&A DEALS

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
National Australia Bank (Australia)	Bank of New Zealand (NZ)	Banking	£425m	Main shareholders accept +
British Airways (UK)	USAir (US)	Airlines	£395m	BA gets global at last
Cementos Mexicanos (Mexico)	Sanson (Spain)	Cement	£314m	Second swoop by Cemex
Witco (US)	Unit of Schering (Germany)	Chemicals	£232m	Non-core disposal
Australis Post (Australia)/GTE Corp (US)	National Directory Services (Australia)	Telecom services	£166m	Joint bid lodged
Press Kogyo (Japan)	Press and Plattgruppen (Sweden)	Printed components	£2.5m	Press to play in Europe
Bayerische Vereinsbank (Germany)	Schoeller & Co (Austria)	Banking	n/a	Raiffeisen Central retrenching
Allied-Lyons (UK)	Picard (France)	Food	n/a	French growth via Lyons
NEI Control Systems (UK)/Westinghouse Electric (US)	NEI-Westinghouse Controls (JV)	Control systems	n/a	Rolls/Westinghouse progresses
Investor group (Argentina/Brazil)	Unit of Renault	Cars	n/a	Renault selling 67%

Source: FT Mergers + Acquisitions International

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corres - pending dividend	Total for year	Total last year
Arlen	nil	nil	nil	0.5	0.5
Banks (Skinny)	5.5	Oct 10	5.5	8.25	8
Black Arrow	1.8	Oct 1	1.8	2.1	2.1
Dyson (J&J)	3	Oct 1	3	5	5
Fleming Enterprise	3.2	Oct 8	3.1	4.5	4.3

Dividends shown pence per share net except where otherwise stated.

THE BURTON GROUP PLC

(the "Company") £110,000,000

4% per cent.

Convertible Bonds Due 2001 (the "Bonds")

NOTICE PURSUANT TO CONDITION 7(g) OF THE BONDS

On 3rd July, 1992 the Company gave notice ("Previous Notice") to the holders of the Bonds which were issued by the trust deed dated 10th February, 1983 as modified by the five trust deed modifications (together the "Principal Trust Deed as modified"), all made between the Company and The Law Detention Trust Corporation p.l.c. (the "trustee of the Bonds for redemption at the option of the Bondholders") of the Bonds on 25th August, 1992 at a redemption price of £1.367p per cent.

NOTICE IS HEREBY GIVEN to the Bondholders in accordance with Condition 7(g) ("Purchase in lieu of Redemption") of the Bonds that the Company has not entered, and will not enter, into arrangements to procure the purchase by a third party, or any partner, of any Bonds for redemption or redemption pursuant to Condition 7(c) ("Redemption of Bonds") by the trustee of the Bonds and accordingly all Bonds so deposited after 4th August, 1992 and prior to the close of business on 18th August, 1992 will be redeemed by the Company at the above redemption price, on and subject to the provisions more fully described in the Previous Notice.

Copies of the Principal Trust Deed as modified (which contains the current text of the Conditions of the Bonds following the modifications effected by the five supplemental trust deeds) are available for inspection during normal business hours on any weekday (Saturdays and public holidays excepted) at the undermentioned specified offices of the Paying Agents:

The Chase Manhattan Bank, N.A.,
Woolse House,
Coleman Street,
London EC2P 3RD

Banque Bruxelles Lambert S.A.,
54 Avenue Marcin,
B-1050 Brussels

The Chase Manhattan Bank, N.A.,
5 Rue Plaza,
L-2338 Luxembourg-Grund

The Chase Manhattan Bank, N.A.,
65 Rue de Rhone,
CH-1204 Geneva

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UK GILTS

Cool response to new regime for public spending

"At the heart of the medium-term strategy is the need to return to a sensible level of public spending and to see taxes and government borrowing reduced... This review is crucial to the strategy, crucial to success in reducing the public sector borrowing requirement, lowering interest rates and bringing down inflation - and crucial if we are to find room for lightening the tax burden and so provide scope and encouragement for enterprise and initiative."

These were the phrases used by Sir Geoffrey Howe, the former UK chancellor, in his Budget speech in March 1990 - the event which led to a strategic rethink of UK public spending. Mr Norman Lamont, the current chancellor, might last week have introduced his own reforms to the way Britain organises this part of the economy.

In fact, Mr Lamont said nothing in public. The new regime for public spending - which seeks to impose tough disciplines with a view to reducing back increases in the public sector borrowing requirement - was introduced not in parliament but in off-the-record briefings to journalists.

The gilt market - to which the question of future rises in

public spending is crucial - was not greatly excited by the changes.

While gilt investors might have been expected to be impressed by the new approach - which is likely to lead to spending cuts of some £10bn in 1993-94 and 1995-96 - they focused last week mainly on other factors.

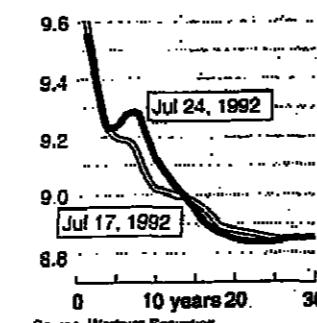
Since many of these are negative for gilts, the market as a whole behaved nervously.

Prices were little changed for most classes of gilts although yields in the five to 10-year

area rose by around 10 basis points due to a mild sell-off in this part of the yield curve.

Under the Treasury's new system for limiting public spending, future years totals will be set using a "top down" approach involving the whole cabinet. The regime is designed to reduce the pace at which total government spending has risen in recent years. But the gilt market last week was

every bit as worried about how much tax revenues - the other side of the PSBR equation - are likely to be depressed as a result of the weak growth problem. And the Maastricht agreement on monetary union might unravel - many gilt investors were in no mood to respond enthusiastically to any words from Mr Lamont, even had he uttered any.

UK gilts yield
Restated at par %

Source: Warburg Securities

prices due to a glut in supply.

According to estimates by Mr Michael Saunders of Salomon Brothers, revenues over the next few years are likely to be much less than the Treasury's projections in March. He reckons the shortfall will be £9.4bn in 1993-94, £17.4bn in 1994-95, £20.9bn in 1995-96 and £27.4bn in 1996-97. As a result, he is pencilling in much bigger

yields in the five to 10-year

area, rising by around 10 basis

points due to a mild sell-off in

this part of the yield curve.

Over the weekend the Treasury came close to admitting that Mr Saunders' calculations are along the right lines by indicating that corporation tax revenues are likely to be lower than expected.

With other worries for the market also dominating last week - including the weak pound and the concern over whether the Maastricht agreement on monetary union might unravel - many gilt investors were in no mood to respond enthusiastically to any words from Mr Lamont, even had he uttered any.

Peter Marsh

EUROPEAN BONDS

Bundesbank fails to erase fears of interest rate rise

EUROPE's government bond markets remain volatile as the recent increase in Germany's discount rate failed to erase fears of further rate rises by the Bundesbank, and left higher-yielding European markets particularly vulnerable.

Mixed German economic data last week took its toll on the bond market. On Wednesday, money supply figures showed annualised M3 growth slipping to 8.7 per cent in June from a revised 8.8 per cent in May - well above the Bundesbank's target of 3.5 to 5.5 per cent.

The markets have speculated about further increases in German rates - specifically the Lombard rate - although some economists say that after the Bundesbank raised the discount rate from 8.0 per cent

to 8.75 per cent on July 16, a further rise in German rates is unlikely.

More favourable were inflation figures for three western German states last week. The July annual inflation rate for Baden-Württemberg fell to 3.2 per cent from 4.3 per cent in June, while in Hesse, it fell from 3.7 to 2.7 per cent, and in North Rhine-Westphalia from 4.3 to 3.3 per cent.

With Bavaria still to report, economists expect western German inflation to fall below 4 per cent in July.

Meanwhile, tensions within the ERM are playing havoc with some Mediterranean markets. On Thursday, Spain increased its key intervention rate from 12.4 to 13 per cent - following spending cuts and tax increases earlier in the week - pushing

up yields on Spanish government bonds.

The lira has come under speculative pressure during the last month, with the markets wondering nervously if it will be devalued - forcing the Bank of Italy to raise interest rates. The Italian bond market has seen-sawed wildly recently, and last week was no exception with continuing devaluation fears. News that the main credit rating agencies were considering downgrading some state-controlled enterprises did not help sentiment.

Tensions within the ERM seem likely to remain as the spectre of higher interest rates hangs over European bond markets and ahead of the French referendum.

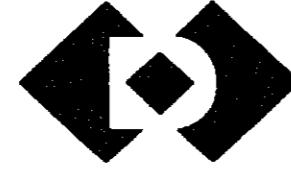
Sara Webb

New Issue

This announcement appears as a matter of record only.

July 1992

U.S. \$250,000,000



Daiwa International Finance (Cayman) Limited

(Incorporated with limited liability in the Cayman Islands)

5.65 per cent. Exchangeable Subordinated Bonds

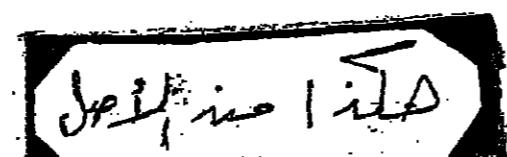
Exchangeable for shares of common stock of and guaranteed on a subordinated basis by

The Daiwa Bank, Limited

(Kabushiki Kaisha Daiwa Ginko)

(Incorporated with limited liability in Japan)

Issue Price: 100 per cent.



Merrill Lynch International Limited

Nomura International

US MONEY AND CREDIT

Three-way tug-of-war takes up the strain

THE stage is set for a complex tug-of-war in the US credit markets between political opinion polls, currency markets and economic statistics.

The three were neatly on display last week as central banks intervened to support the ailing dollar; as Mr Alan Greenspan, the Federal Reserve chairman, gave his twice yearly Humphrey Hawkins testimony to Congress; and as Mr Bill Clinton, Democratic presidential candidate, continued his surge in the polls.

It is slowly dawning on Wall Street that Mr Clinton could well be the next president. The Bush campaign is in such disarray, and the Clinton/Gore ticket seems to be so success-

fully tapping into an underlying desire for change, that Mr Clinton must have a reasonably good chance of winning.

If Mr Clinton sustains his momentum, Wall Street will grow increasingly jittery and the bond market particularly so. The Democrats, with their "tax and spend" history, are seen as the party of inflation, and Mr Clinton, yet to explain convincingly how he will fund his national investment programme.

Wall Street remains relatively sanguine, but the first twinges of anxiety are being felt in the foreign currency market, which is additionally concerned about Clintonian tax policies which could hurt

foreign investment flows.

Political uncertainty, further signs of tardy American GDP growth and the huge interest rate differentials between the US and Germany, have meant a sharp fall in the dollar recently.

Last Monday, however, the US ended its long-standing

yield on long bonds down to

the lowest level since January,

with the yield touching 7.53 per

cent on Thursday before end-

ing the week at 7.56.

Mr Greenspan's testimony provided no surprises for the credit market. His faintly upbeat forecast that economic expansion would gain momentum soon concurred with the Wall Street consensus. And dollar weakness would be bearish for the bonds market.

Yet the dollar could fall fur-

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INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

Crisis of confidence rips heart out of Ecu sector

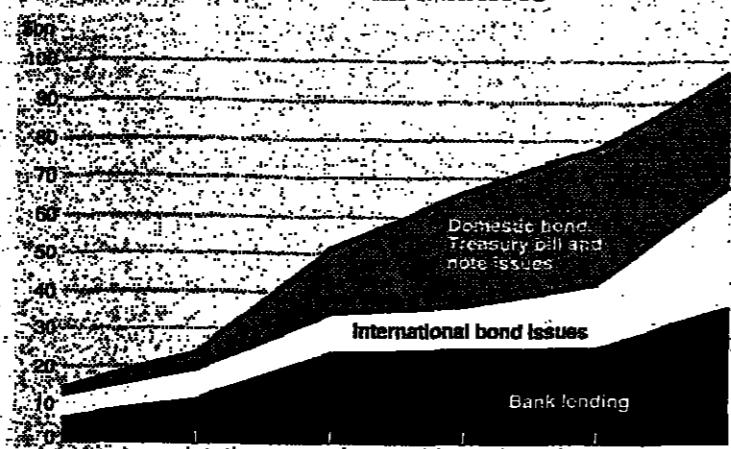
WAS it the triumph of hope – and hype – over reality? The Ecu bond market, long touted as the future face of European capital markets, ground to a halt last week as the pent up pressures within the exchange rate mechanism finally took their toll.

Traders returning to their desks this morning face an unenviable task. How do they convince investors that the market is still open for business when on Friday they had sent the clearest possible message that it is not? Banks which act as market makers in Ecu bonds were relieved of their normal obligations to trade with each other at quoted prices – though only for one day.

Traders claimed that this did not stop investors dealing – as, in fact, many were said to have done on Friday. But if the heart of the market's mechanism has been ripped out, how much of a market can truly be said to remain? And is the concern that spread through the investment community on Friday likely to ease quickly?

The tension in the Ecu market had been clear since early June, when Danish voters gave their damning verdict on the Maastricht plans for economic and monetary union. It took the German Bundesbank to finish the job. It moved a week and a half ago to raise the German discount rate by ¾ point, gave the latest nudge to a market which already seemed to be tottering on the edge of an abyss. Ecu bonds duly fell off.

Growth of ECU financial markets



The yield on the 10-year benchmark, the French government's 6.5 per cent OAT due March 2002, had risen by the end of the week to just under 9.5 per cent, up around 25 basis points on the week and more than 50 basis points in the last month.

Perhaps a more significant indicator is that Ecu bonds are now thought to be worth less than the sum of their parts. As optimism over monetary union gathered momentum last year, yields on Ecu bonds fell to less than the theoretical yield of a basket of bonds made up of the component currencies – a

sign that investors were prepared to pay a premium to invest in the prospect of monetary union.

One result was a rapid increase in the amount of bonds being issued in the international markets. As the graph indicates, borrowers turned away from issuing Ecu instruments in their domestic markets to rely more heavily on international investors last year.

After the Danish vote, though, the premium on Ecu bonds vanished. Although it returned briefly, the discount disappeared again last week, as 10-year yields climbed to as much as 40 basis points over the

"theoretical" level for Ecu.

Many banks were said to have been running losses in the Ecu for some time. Last week, as more investors moved to unload their own stock, the one-way tide of paper finally forced the market makers to call it a day.

As the week wore on, there were already complaints that market makers were not answering their telephones or were otherwise making themselves unavailable. The International Securities Market Association, which oversees the market, took no immediate action.

"ISMA has to police this better," one Ecu trader complained. ISMA's sub-committee overseeing the Ecu market duly decided on Friday that enough was enough, and rather than try to force market makers back to their phones, it imposed a one-day "time out" to allow traders to recover from their battering.

Market makers argued that it was impossible to run a market when conditions had deteriorated so fast. "We are the messengers rather than the cause of the problem," complained Mr David Ovenden, head of the ISMA sub-committee.

Why should it be any better today than they were last Friday? With the French referendum on Maastricht nearly two months away, there seems little prospect of confidence returning to the Ecu market. And the current overhang of paper will persist for some time.

It seems that a core of market makers will regroup and re-establish the semblance of a market.

Although there have officially been 44 market makers in Ecu, around three quarters of them in London, the real market has concentrated in perhaps 10 or a dozen banks, among them Paribas, Goldman Sachs, Morgan Stanley, J.P. Morgan, CCF and Indosuez. Enough of these core banks indicated on Friday that they would start making markets again today to suggest that the market will return.

Also, the maximum spreads market makers are allowed to quote have been widened to help protect them against a renewed round of selling. For most bonds, maximum spreads from today will have doubled.

It may also take official intervention to bring some confidence back to the market. The Bank of England and the French Treasury were in contact with market makers on Friday, concerned about the fate of their Ecu-denominated securities.

The message they were given: they should be prepared to intervene themselves to put a floor under Ecu bond prices. "I wouldn't be surprised if the markets stayed volatile, to see some sort of action from the central banks," said Mr Ovenden.

Such assurances may help to shore up the market for now. But it is still likely to be a long and bumpy ride to the French referendum on September 20.

Richard Waters

Anthony Harris

A pfennig for your thoughts



THESE are hard times for contrarians. All the gloom in the world in the markets, yet prices keep falling. What can it be that they have failed to discount?

Meanwhile, uncertainty is increasing from causes quite beyond government control. The confrontation with Iraq would be bad enough, without the appearance of a credible electoral challenge in the US, the disquiet on the government's back benches in London, and the grim implications for banking of any marked worsening in the worldwide recession.

The bond markets might be expected to provide the good news in bad times, but they are sulking too. In nearly all the main markets they can see enough fiscal problems stretching into the far future to preserve a more or less indefinite buyers' market – a sadly familiar picture in the London gilt market until a decade or so ago. In this respect the long-term prospect is in fact much better in New York and London than in markets which are traditionally better respected.

The demographic problems facing Britain and the US are a feature compared with those of Japan or of most continental European countries, and could be tackled with a moderate tax increase, but markets cannot be expected to adjust to such a change in their perceptions overnight. This is where authoritative government statements might be helpful rather than suggesting panic.

But if the markets are, in fact, slowly awakening to the emergence of deep-seated problems of government finance, the recent movement of prices makes a lot of sense. Permanent fiscal problems suggest a very durable rise in real long-term interest rates and that in turn explains the closing gap between bond and equity yields.

In real terms it has been closed

from the bond side. This has an especially strong message for London, since in most low-inflation countries the investment institutions have always preferred a far higher bond proportion in their portfolios than has been seen in London for more than 30 years. So the cult of the equity may indeed be over, failing a new burst of inflation. And on inflation, ministers are credible.

This announcement appears as a matter of record only.

21st May, 1992

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on next page

MONDAY INTERVIEW

Love in the laboratory

Professor William Stewart, chief scientific adviser to the Cabinet Office, talks to Clive Cookson

Scientists have changed their minds about the UK government more comprehensively than has any other group in British society since the general election. During the election campaign many senior scientists called for a new government that would end years of neglect and underfunding of research; not one spoke up for the Conservatives.

Three months later, the loathing in the laboratories is turning into something approaching love. Pressure groups such as Save British Science have stopped moaning and are now singing a chorus of praise for the government.

The man they credit with responsibility for this revival of scientific morale is Professor William Stewart, a 57-year-old Scottish botanist, whose official job title is chief scientific adviser, Cabinet Office.

Prof Stewart came to London in 1988 to run the Agricultural and Food Research Council. Lady Thatcher (then Mrs Thatcher) appointed him to succeed Sir John Fairclough as the government's chief scientist shortly before she resigned as prime minister in 1990. But he made little impact until last April.

Then, in the reshuffle after the election, Mr Major unexpectedly gave the laboratory lobbyists what they had been clamouring for, and Labour had promised: cabinet status for science for the first time since 1964.

The £1.1bn-a-year budget for basic research was detached from the Department of Education and Science, and transferred to a new Office of Science and Technology (OST) under a senior cabinet minister, Mr William Waldegrave.

He is also responsible for co-ordinating science and technology policy across other government departments, including defence and industry. Although Mr Waldegrave's remit as chancellor of the Duchy of Lancaster also includes the Citizen's Charter initiative for improving public services, he has made it clear that science will be a priority.

Prof Stewart drew up the OST blueprint before the election, as an option for the incoming government whatever its political complexion. As a loyal civil servant, he declines to take the credit. But its creation leaves him, as head of OST, much better placed to fight for science and technology in government. He is potentially the most powerful

of all the leading powers, two alone remain mired in a cold-war confrontation, without a peace treaty to conclude the second world war that ended 47 years ago, without normal relations.

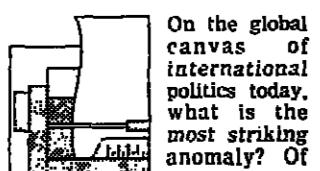
The contrast between Russia's new relationship with its main European adversary in the second world war, and its relationship with Japan, is instructive. Only on the Asian front, and most singularly in Russian-Japanese relations, is the cold war essentially frozen in time. Oddest of all is the obstacle to full normalisation of Russia-Japan relations: the issue is one of four, small, disputed islands which remain as second world war relics and cold war symbols.

In the past year, a group of independent scholars from the US, Russia and Japan have collaborated in an effort to view this old dispute impartially and with fresh eyes. In reviewing the entire record of the dispute in all three languages, we have juxtaposed official documents from the three governments and unearthed new materials. What we discovered

PERSONAL VIEW

Collusion for confrontation

By Graham Allison

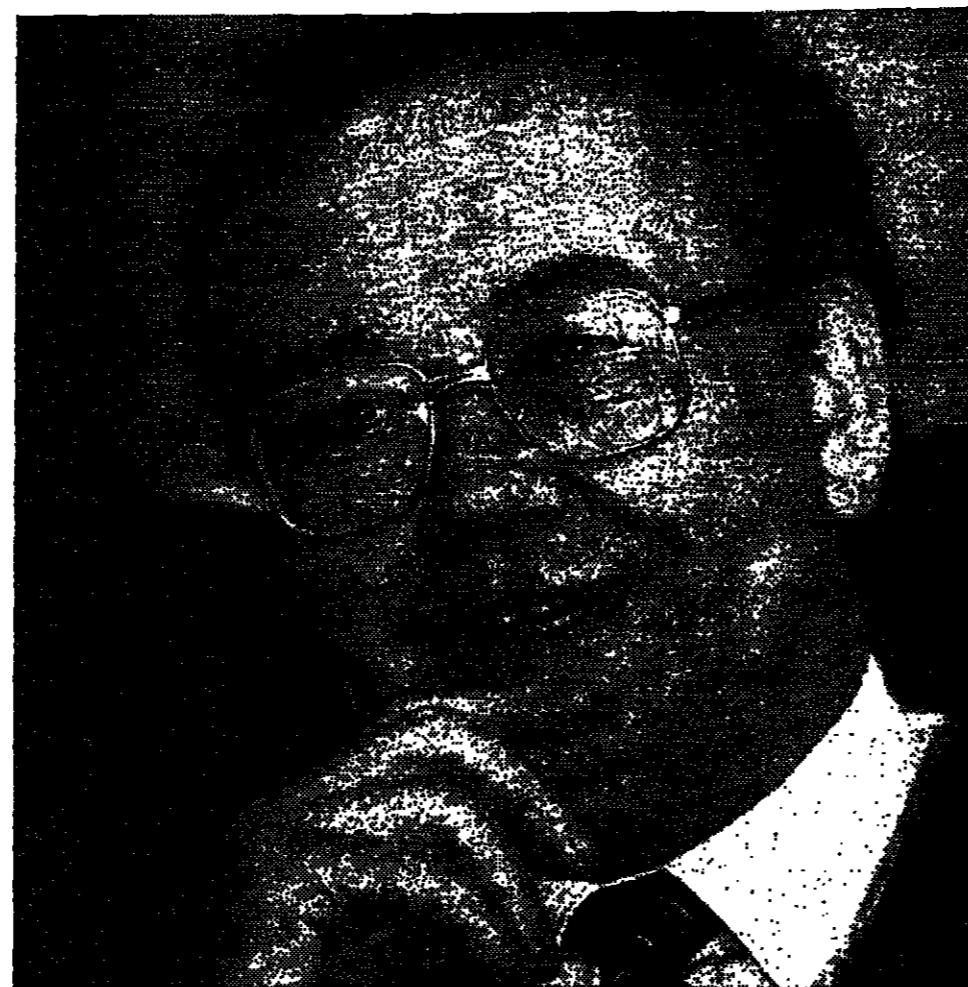


On the global canvas of international politics today, what is the most striking anomaly? Of all the leading powers, two

alone remain mired in a cold-war confrontation, without a peace treaty to conclude the second world war that ended 47 years ago, without normal relations.

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'The slip in R&D spending causes concern' Tony Andrews

cover every aspect of the way the UK organises, funds and exploits its science.

Mr Waldegrave and Prof Stewart say they have open minds about what direction to take; they are willing to consider changes that would be at least in UK terms – quite revolutionary. One possibility is to draw up for the first time a national plan for science, setting priorities and targets for funding in different areas. "Do we need some broad objective-setting as the Japanese,"

PERSONAL FILE

1935 Born in Glasgow. Educated at Dunoon Grammar School and Glasgow University.

1963 Lecturer at Westfield College, London.

1968 Professor and head of biology department, Dundee University.

1977 Fellow of Royal Society.

1983 Chief executive of Agricultural and Food Research Council.

1990 Chief Scientific Adviser, Cabinet Office.

Ironically, the non-graduate Mr Major is turning out to be far more sympathetic to science than Mrs Thatcher, who started her career in chemistry research. Because he believes science is important – socially, culturally, economically and environmentally – but has no scientific background, he is in some ways an ideal prime minister from the point of view of an adviser.

Prof Stewart keeps in touch with feelings at the laboratory bench by inviting a group of half a dozen researchers, including young scientists, to his room in the ancient Palace of Whitehall every fortnight or so. Sitting in the deep, red-leather armchairs, they talk "really frankly" about the issues in their field.

The office looks typical of a senior civil servant of the old school, apart from a computer beside the desk, but its occupant sounds quite different. Prof Stewart retains his childhood accent from the whisky isle of Islay, off the west coast of Scotland, where he grew up – pepped up with a dash of Glasgow (where he did both undergraduate and postgraduate studies) and Dundee (where he built up the biology department over a period of 20 years from virtually nothing into one of the strongest in the UK). Now he retreats when he can to somewhere even more remote from London: a croft inherited from his wife's family on the island of Barra in the Outer Hebrides.

The last prominent person in government who portrayed himself as a Scottish crofter was Mr Harold Macmillan. The difference is that in Prof Stewart's case the claim is genuine. And whereas the Macmillan era 30 years ago can be seen in retrospect as the start of a decline in the international position of British science and technology, the Stewart years just might herald a revival.

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NEW ZEALAND

Monday July 27 1992

Spirited

SECTION III

After years of stagnation, New Zealand appears to be in the early stages of an economic upturn. However, in spite of the new mood of optimism, the country is convalescing, rather than fully recovered, writes Andrew Adonis

Strength of the Kiwi spirit

SHROUDED IN an eerie darkness broken only by the occasional street lamp and headlight, Wellington at night is reminiscent of East European cities before the collapse of the Berlin wall. The lights are off this winter because of an acute hydro-power shortage brought on by drought, and New Zealanders are reacting with remarkable feats of conservation to avoid black-outs and short-time working.

The energy crisis may strengthen the Kiwi spirit. But if it could hardly be worse timed, just as a decade of economic gloom appears to be lifting.

Optimism positively pushes from most of New Zealand's politicians and economic forecasters. It is of recent origin. Barely six months ago despair was ubiquitous, the country weighed down by a sense of embattled isolation given added emotional intensity - to an extent unappreciated abroad - by controversy with the US over nuclear warships visiting the country's ports.

"New Zealanders have been going through the hardest times most of them can remember," writes Mr Bryce Harland, until recently high commissioner in London, in a trenchant study published this month. He considers the price of independence as "continuing deprivation, at least disappointment", with New Zealand

"more on its own than it has ever been before".

The country, he concludes, "has become what the poet R.A.K. Mason described 70 years ago as a solitary hard-asset, spot-fixed at the friendless outer edge of space".

In Wellington, at any rate, such pessimism is already old hat. Last year New Zealand recorded its first current account surplus in two decades, with a strong export performance not just in primary agricultural products but also in manufactured goods.

East Asian markets are growing rapidly (25 years ago the South Pacific and East Asia took a fifth of New Zealand's exports; soon it will be two-thirds). Tourism, now the country's biggest business, is booming. The three months to March saw GDP growth of 1.1 per cent, the third successive quarterly rise. This followed news that inflation rose by only 1 per cent in the year to June, the lowest rate of all 24 countries in the OECD.

Ms Ruth Richardson, finance minister in Mr Jim Bolger's National (right-of-centre) government, is jubilant. "We now know we can succeed. The positive signs are here; they are unmistakable; and they are all around us."

Even old friends are coming back. President Bush's decision to remove tactical nuclear



The Beehive, home to the cabinet in Wellington and (right) the outer edge of space, a signpost near Auckland airport



the outer edge of space, a signpost near Auckland airport

weapons from US warships, may open the way to a resumption of security ties. Mr Bolger, whose party was compelled by public opinion to accept its Labour predecessor's anti-nuclear policy before the last election, is trying to bury the hatchet as quickly as possible.

All that said, New Zealand is convalescing, not recovered. Its growth projections are impressive only compared to its recent past. Investment is weak. The country's export base remains comparatively narrow, and prospects for sustained improvement in its agricultural exports depend largely on a successful outcome to the Uruguay Round. Not that Wellington is beyond reproach when it comes to tariffs: last month Mr Philip Burdon, the trade and industry minister, handed down a raft of "anti-dumping" levies on imported footwear, clothing and cars.

New Zealand has played an effective part in the Cairns Group, and Mr Tim Groser, its chief Gatt negotiator, is in constant orbit. But as one trade official puts it: "There's still a

lot of goodwill from Britain, but who thinks Bush and Mitterrand give a damn about us?" Above all, it will take more than a year or two of growth to overcome the legacy of the 1980s, New Zealand's most traumatic decade this century. Economic stagnation scarred a people who only 20 years before had enjoyed one of the highest standards of living in the world. The causes were simple enough: a collapse in prices and markets for New Zealand's narrow range of agricultural exports and a rapid deterioration in the debt and fiscal situations with dire implications for the majority of the workforce - in manufacturing and the public sector - dependent on government largesse, variously provided through subsidies, salaries, export incentives and state investment.

Sir Robert Muldoon's National government vainly pretended that nothing had happened in the late 1970s and early 1980s. It has one great achievement to its name: the 1982 Closer Economic Relations

agreement with Australia, which began a rapid progress towards free trade between the two countries, from which New Zealand has been the principal gainer. The present government sees it as a model for agreements with other Asian countries.

For the rest, Sir Robert paid dearly to stave off the inevitable. It was his defeat by Labour in 1984 which heralded the New Age, as most New Zealanders see it. Dubbed "Rogernomics" after Sir Roger Douglas, the Labour finance minister who masterminded the first bout of reform, it saw market regulation swept aside, the subsidy regime axed, the public sector rationalised and its organisation turned upside down, the tax system overhauled (with a sales tax introduced and the top rate of income tax halved to 33 per cent), and a melt-down of the entire structure of import licensing and export incentives.

It was little short of a revolution, justified to a sceptical Labour party and electorate as the price of recovery. When

recovery failed to materialise, bitter recrimination started. Civil war erupted in the Labour party with Sir Robert, then Mr David Lange, the prime minister, forced to quit. And in 1990 the voters took their revenge, returning National under Mr Bolger with a landslide majority.

Mr Bolger, a relaxed and unassuming North Island farmer, appeared to offer an end to upheaval. But once in office, his government only intensified it. Within months Ms Richardson, an avowed admirer of Sir Roger, had taken Rogernomics into health and welfare in a self-styled "mother of all budgets", and the Employment Contracts Act, enacted at the same time, extended it to industrial relations.

A year on, the storm which greeted those two measures has largely abated, calmed by a succession of strategic retreats. But the experience has only deepened popular disillusion with the politicians. It is not just resentment about promises flagrantly broken: it is one

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past-the-post system to a form of PR could destroy the existing two-party system and lead to unstable, shifting coalitions. PR is expected to win in September, but it will take another referendum next year before it is introduced; and even then it will not take effect until the election after next (due in 1996).

"PR in New Zealand is Public Revision," says Labour's Mr Moore. Maybe prosperity will come soon enough to reconcile Kiwis to their politicians. If it doesn't, New Zealand is in for social unrest and a period of acute constitutional turbulence.

"On Our Own: New Zealand in the Emerging Tri-polar World, Institute of Policy Studies, Victoria University of Wellington



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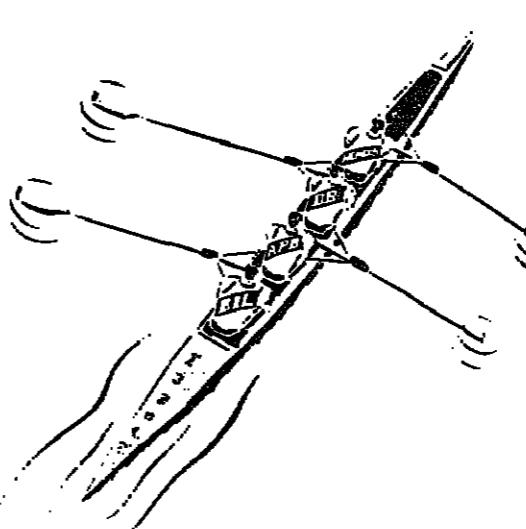
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NEW ZEALAND 2

ECONOMIC GROWTH: though things are beginning to look up, there are...

A few thorns among the roses

"**THERE** is no denying the new mood of confidence," says Ms Ruth Richardson, New Zealand's hard-edged minister of finance.

Indeed not. After a decade when the country's only appreciable economic growth was in business despondency, things are beginning to look up. Take official figures, plus a small dose of optimism, and here is the good news:

• Real and sustained growth is under way. It is not just a boom in traditional exports riding on the back of improved prices for New Zealand's agricultural commodities and a Kiwi dollar depreciated by a fifth in two years (2 further 10 per cent devaluation is widely expected later this year), but is based on a sharpened competitive edge and a diversifying range of exports.

Following a 1.2 per cent contraction in GDP last year, growth is projected by the Treasury at around 3 per cent this year and between 2 and 3 per cent over the following two years. The year to this March saw pastoral exports up 9.2 per cent in volume, with non-food manufacturing exports up by

Britain will soon be overtaken by Korea as New Zealand's fourth largest trading partner

12.6 per cent. Annual tourist numbers have just topped 1m, and the industry - with an enterprising new state board behind it - is gearing up for 3m by the end of the decade.

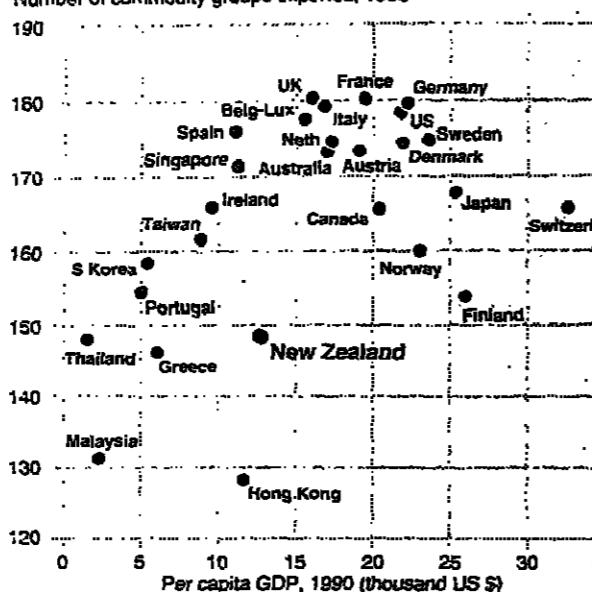
Exports to Asia are growing particularly strongly, with sales to Taiwan up 46 per cent in the past year. Korea 40 per cent, China 83 per cent and Hong Kong 42 per cent. Korea will soon overtake Britain as New Zealand's fourth largest trading partner. And almost any conceivable Gatt agreement to be got out of the Uruguay Round will be to New Zealand's advantage.

• Inflation, already the lowest in the OECD, will be virtually eliminated by next year - under the guiding hand of a Reserve Bank whose independence was enshrined in statute three years ago.

Only five years ago inflation was at 12 per cent. Now it is down to 1 per cent and consumer prices are projected by the Reserve Bank to increase

Export diversification and GDP

Number of commodity groups exported, 1986



Source: New Zealand Treasury

by only 1.5 per cent over the next two years. With low inflation comes low interest rates. The 90-day bill rate, which stood at around 15 per cent in mid-1990, was down to little over 6 per cent in the middle of this month. Negligible inflation is undermining the cost-plus mentality: most wage bargainers have this year settled only for increases earned by productivity.

• A strong supply-side performance is fast improving New Zealand's competitiveness. The proportion of teenagers remaining in full-time education at age 16 has risen from 53 to 77 per cent in the past

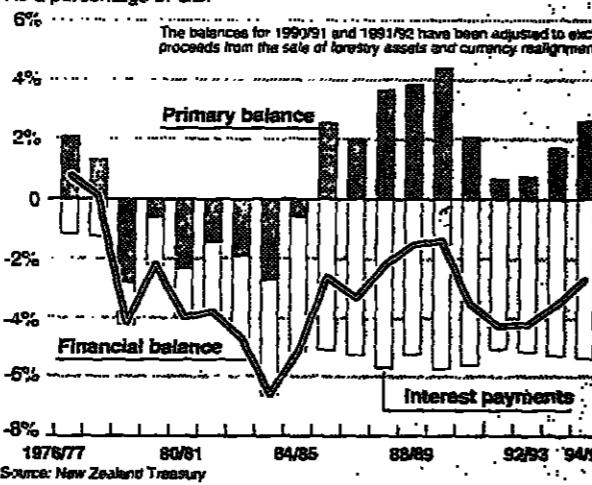
decade. Last year alone, the number proceeding to higher education rose by 17 per cent.

Moreover, with the Employment Contracts Act (ECA) decentralising wage bargaining to plant level and breaking the stranglehold of union leaders in Wellington, unit labour costs are falling markedly.

A recent survey by the Employers' Federation found a significant increase in performance-related pay (13 per cent compared with 3 per cent before), appraisal systems (18 per cent vs 3 per cent) and bonus payments (12 per cent vs 3 per cent) resulting from the shift to new contracts.

Fiscal balances

As a percentage of GDP



Source: New Zealand Treasury

The Council of Trade Unions claims the ECA will lead to a wage blow-out when prosperity arrives - but with unemployment at more than 10 per cent, and projected to rise further over the next three years, that looks like wishful thinking.

• The Closer Economic Relations (CER) agreement with Australia, a decade old and up for revision this year, has brought trade between the countries into balance after years of Australian dominance, and is progressively expanding New Zealand's home market from 3m to 20m people.

Aviation services are the latest notable beneficiary. New Zealand carriers are to be allowed full access to the Australian domestic market by November 1994, while carriers and passengers will benefit from an agreement progressively to open trans-Tasman services to Australasian carriers besides Qantas and Air New Zealand. Most important of all, each country's airlines will be allowed access to destinations beyond the other country, enabling New Zealand airlines to fly to Asia and beyond from Australia.

So much for the roses: thorns remain aplenty. The current energy crisis is the most immediately threatening. South Island's hydro lakes, which normally supply 60 per cent of the country's power, have been drying up, and only heroic conservation efforts over the past month have prevented power cuts and compulsory short-time working.

Much of the press and public blame Electricorp, the state utility, saddled with demanding performance targets by the government. Electricorp blames the "one-in-a-hundred-year" drought - and is praying that this month's rain and snow storms keep bearing down. Either way, potential inward investors must be unimpressed.

And when the lights are back on, New Zealand's colossal public debt, monument to years of deficits and subsidies, will be more visible still. Gross public debt stands at nearly two-thirds of GDP - one of the highest levels outside the third world. This year's budget, a deliberately dull affair after last year's extravaganza, talks of "unacceptably high" debt, but still projects a \$NZ3.3bn fiscal deficit for 1992/93, declining only slowly to around 2.7

per cent of GDP by 1994.

That marks a retreat from last year, when Ms Richardson was projecting a balanced budget by 1993. Her excuse is lower than projected (by the Treasury) tax revenue, particularly from business. The markets do not seem unduly concerned, given the government's firm commitment to containing spending. Ms Richardson is at pains to stress that "any fiscal savings resulting from stronger than forecast economic, revenue or employment growth will be applied to deficit reduction".

Public spending is down from 41.3 per cent of GDP in 1990 to 39.5 per cent last year. It is projected to fall to 37.4 per cent by 1993.

For all the political

sound and fury, Labour

which could be in office in little over a year - accepts broadly the same fiscal constraints as the current government.

Modera Labour has got to be pro-business, pro-markets and pro-wealth," says Mr Mike Moore, the party's leader. "We realise there is little room to raise taxes, but more should be done to make business pay its due."

Labour, for all the sound and fury, accepts the same constraints as the government

All depends on the strength of the recovery, and not all the omens are favourable. The Integrated Economic Services research group, whose growth forecasts are at the pessimistic end of the scale, points in particular to New Zealand's poor investment performance, and the lack of evidence of any revival.

It estimates that fixed investment fell by 16.6 per cent in real terms last year, exacerbated by a fall in residential construction which previously was fairly buoyant.

As Ms Richardson herself puts it: "Many obstacles still need to be surmounted. There can be no room for false optimism, for illusions about where we are, and what we have to do."

Andrew Adonis

Don Brash is interviewed by Andrew Adonis

How the bank governor controls economic policy



Don Brash: very much a politicians' banker

NEW ZEALAND has achieved what Britain's economic establishment can only dream of: an independent central bank, free of month-to-month interference from politicians, with but one prime objective, to conquer inflation for good.

The publicly-avowed objective of New Zealand's Reserve Bank could not be clearer: "[to] formulate and implement monetary policy with the intention of achieving a stable general level of prices by the year ending December 1993 and maintaining price stability beyond that date". Price stability is defined as an annual rate of increase in the consumer price index of between zero and 2 per cent.

The target is almost certain to be met. Inflation is currently at just over 1 per cent, down from 12 per cent five years ago. It could be virtually zero in a year's time.

Until the Reserve Bank Act of 1989, New Zealand's monetary policy was directed by its Treasury, with the Reserve Bank largely subservient. The decision to grant the bank independence was political: with an inflation record for the previous 20 years far worse than the average for leading OECD countries, the then Labour government determined to attack the hydra once and for all.

The remedy was of a piece with wider reforms to the New Zealand public service, much of which is now hived off into quasi-independent state enterprises. Even senior officials in what remains of government departments are now on individual short-term contracts.

There are two broad propositions behind what we have done," says Dr Don Brash, the Reserve Bank's urbane but cautious governor. "First, that central banks independent of the government are better at achieving price stability, and can achieve it at lower social and economic cost; but second, that governments of any persuasion are going to be very reluctant to hand over total control to a central bank."

Dr Brash now possesses as much effective control of economic policy as Ms Ruth Richardson, the finance minister, and his profile in the financial world is higher than anyone's but hers. Nonetheless, total control has not been given to the Reserve Bank: the new regime has been carefully crafted to retain a political long-stop should it be needed. In vision and detail it owes much to Professor Charles Goodhart of the London School of Economics.

Thus the Reserve Bank Act is a part of New Zealand's ordinary law; it has no special constitutional status, and could be repealed by a simple majority in parliament tomorrow. Even without

repeat, a government could quickly undermine it - by using its statutory power to issue instructions to the bank, or by seeking to rewrite the inflation targets set out in the written agreement between the finance minister and the governor. And since the governor is, in effect, appointed by the minister, a determined government could secure a compliant governor before long.

The independence of the Reserve Bank accordingly rests on two essential pillars:

its own reputation and credibility, which the 1989 act supports but does not guarantee;

and the almost complete political consensus behind the maintenance of price stability.

The 1989 act was passed by the Labour government, which

had already appointed Dr Brash, a former National party candidate, to the governorship. But it was supported by Ms Richardson in opposition, and when she took office at the end of 1990 only one target was changed: 0 to 2 per cent inflation was to be achieved by 1993, not 1992, a change with which Dr Brash was entirely happy, given the looming uncertainty of the Gulf War.

Dr Brash is very much a politicians' banker, preaching the message of price stability at countless lunches and dinners with a slick PR machine in tow. "If we don't carry broad public consent for what we are doing, the bank's independence will come under acute strain - whatever the legislation says," he says. The bank's half-yearly monetary policy statement, issued earlier this month - just before the budget, to warn of the dangers of loosening up on fiscal policy - concentrates on refuting claims that throttling inflation is slowing recovery. Not all are convinced, but voices like that of Mr Len Baylis, a consultant who argues that the single-minded assault on inflation has deepened the recession, are surprisingly few.

Given the political wind behind him, Dr Brash's job is largely to act as the politicians' conscience. In its last budget before the 1990 election, Labour increased spending and added significantly to borrowing; the bank responded with a hike in interest rates. "The great virtue of the new system is transparency," says Dr Brash, recalling that shortly after, the New Zealand Herald ran a leader arguing that New Zealanders now realised that governments could not win elections by unjustified loosening of fiscal policy, since the Reserve Bank would simply send them the bill in higher interest rates.

Dr Brash's term comes up for renewal just before next year's elections. He is too much of a politician to speculate on the future. But he is an easy target if recovery does not materialise; and a prize exhibit if it does.

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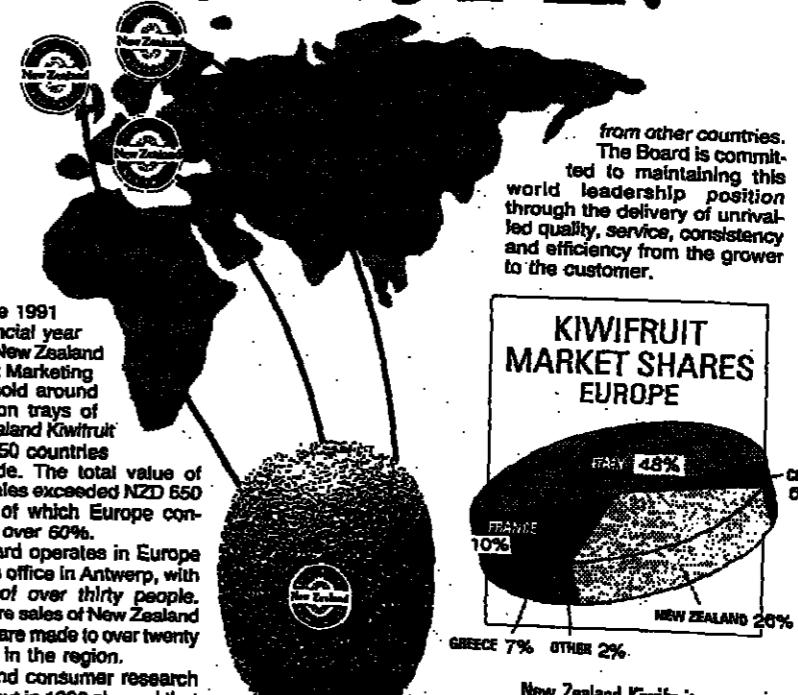
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The New Zealand Kiwifruit Marketing Board in...

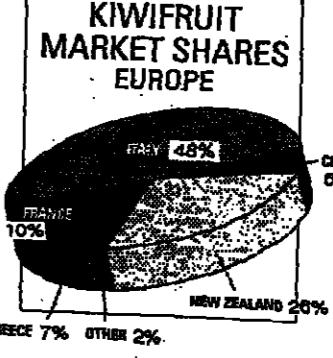
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In the 1991 financial year the New Zealand Kiwifruit Marketing Board sold around 60 million trays of New Zealand Kiwifruit in over 50 countries worldwide. The total value of these sales exceeded NZD 550 million, of which Europe contributed over 50%. The Board operates in Europe out of its office in Antwerp, with a staff of over thirty people. From here sales of New Zealand Kiwifruit are made to over twenty markets in the region. Trade and consumer research carried out in 1990 showed that New Zealand Kiwifruit is rated as distinctly superior to kiwifruit from other countries. The Board is committed to maintaining this world leadership position through the delivery of unrivalled quality, service, consistency and efficiency to the customer.



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POLITICS

Electorate turns cynical

AS A flash of lightning reveals on a dark night, this February's parliamentary by-election in the affluent south Auckland suburb of Tamaki illuminated the main contours of New Zealand's political landscape.

The by-election in this "blue ribbon" National (Conservative) seat was caused by the resignation from parliament of Sir Robert Muldoon, prime minister from 1975 to 1984. Sir Robert was the last of New Zealand's "borrow, tax and regulate" leaders: his defeat unleashed the programme of modernisation and liberalisation dubbed "Rogernomics", after Sir Roger Douglas, Labour's radical finance minister, which in five years turned the country upside down.

The electorate thought it was voting for a breather when it turned back to National in 1990. But Mr Jim Bolger's government has taken Rogernomics into pastures new, notably industrial relations and welfare.

For all the controversy caused by reforms such as the Employment Contracts Act, deregulating labour relations, or part-charges for hospital visits, the leaders of both main parties unite in their rejection of the *ancien régime*. Sir Robert's departure, after years of ineffectual carping on the side-lines, laid the ghost of an era.

For Mr Bolger, with a trail of broken election promises and a deeply unpopular welfare-cutting budget to defend, a by-election defeat at Tamaki seemed likely. Significantly, the challenge came not from Labour, but from a new rainbow "Alliance" of five parties – including Greens, defectors from both main parties, and Mana Motuhake, a Maori party – thriving on popular discontent with both main parties.

Yet on the day National squeaked back with a greatly reduced majority, the run-up to polling day saw a succession of favourable economic indicators; and the cohesion of the Alliance crumbled under the media spotlight. The real loser, though, was Mr Mike Moore's Labour party, which came a poor third, unable to pick up the protest vote.

Polls still show Labour

capacity to trim to the tide is softening the edges of antagonism

vitriolic attacks on the supposed misdeeds of its business allies.

But remember Tamaki. Labour and the Alliance will be up against the same problems in the next election, with National starting from a higher base. The Alliance lacks not only coherent policies, but even a leader – and the favourite for the post, Mr Jim Anderson, a 1980s defector from Labour's left, is unlikely to strengthen its appeal to the middle ground. As for Labour: "we will win because we are the conservative party", says Mr Moore, pointing to the array of interests antagonised by the latest dose of reform medicine. Perhaps, but the generally perceived strength of the economic upturn is working to National's advantage, while Mr Bolger's evident capacity to trim to the tide – as in the succession of back-downs from especially unpopular aspects of Ms Ruth Richardson's 1991 budget – is softening the edges of antagonism.

In case it does not, the issue

is to be complicated further still by a third referendum, on restoring New Zealand's second chamber, to be held in tandem with the second and the

general election. The revival of the upper house, abolished in 1951, is a pet scheme of Mr Bolger's. He supports it for traditional Tory reasons (mature reflection on legislation and so on), but there is even less agreement on the form of a new second chamber than on a new electoral system.

In a bid to avert that, the government has erected a veritable obstacle course to electoral reform. On September 19 voters have to choose between five systems – first-past-the-post and four more or less proportional alternatives. If there is a majority for change, a further referendum will be held on the same day as the next general election, offering a straight choice between the existing system and the reform option gaining most support in the first poll – which is most likely to be the "mixed member" system, a variant on that used in Germany. The politicians are hoping that even if a majority vote for change first of all, the disparate pro-reform movement will have run out of steam in a year's time.

In case it does not, the issue

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Andrew Adonis

Terry Hall on the country's relations with its island neighbours

A beacon in the Pacific

NEW ZEALAND in the 1980s and early 1990s has become increasingly aware of its relatively small size. This realisation has been bolstered by its banishment by the US from the Anzus defence pact, and awareness that its once close links with Britain are fading as the UK becomes more deeply involved in the European Community.

Much to its surprise, it continues to be regarded as a Pacific power by many of its smaller island neighbours. In part, this is historic: following the First World War it became a colonial power itself as Western Samoa, a German Pacific territory, was ceded to its control. Many Pacific Island leaders studied in New Zealand schools and universities, fostering links that remain strong to this day.

Relations with France, the region's last remaining colonial power, remain uneasy because of French nuclear tests. The

Fijian coup caused a rift which is healing under a new National government.

Turbulence often marks relations with states such as Samoa, although these tend to centre on migration problems, particularly New Zealand's treatment of overstayers. Recent New Zealand governments have run into friction over aid matters, as they seek to earmark donations to causes that are seen as of economic value to the island nations.

The five cyclones that devastated many of the nations in the past 18 months, however, have shown the deep links with New Zealand in a generous outpouring of aid by both the government and individuals. More Samoans now live in Auckland than in Western Samoa. Remittances from migrants working and living in New Zealand to relatives are an important part in sustaining some island economies.

New Zealand has always been a trading

nation. For over a century it has supplied foodstuffs to French territories such as Tahiti and New Caledonia. These commercial links led the Bank of New Zealand to become the main retail bank in most of these territories. Recent New Zealand governments from 1987 forced it to sell these subsidiaries to Australian banks.

Today the Pacific, including Papua New Guinea, remains a significant market for New Zealand products. This includes meat – the area takes 5 per cent of all meat exports – and fresh vegetables. New Zealand places a considerable effort in diplomatic relations with these often highly sensitive small states. These efforts seem to be successful: despite occasional problems, New Zealand is warmly regarded as its smaller size makes it less threatening to tiny nations. As a result, New Zealand is set to win an increasing share of trade with these countries.



3,000,000 reasons to invest in one of the world's fastest growing tourism markets

The New Zealand Tourism Board (NZTB) target of 3 million visitor arrivals annually by the year 2000 is ambitious, but current trends suggest it is eminently attainable.

Since 1983 visitor arrivals have doubled, representing a growth rate of about 8% p.a. In the year to April 1992, one million visitors came to New Zealand and spent approximately £0.7 billion, making tourism the country's largest foreign exchange earner. When spending by domestic travellers is added tourism is a £1.7 billion industry.

With no capital gains tax, extremely favourable macro-economic conditions and a strong commitment by both Government and the private sector to encourage and assist foreign investment, it is certainly an opportune time to consider seriously the benefits of investing in tourism in New Zealand.

In addition, the NZTB itself is focusing more resources on its key markets through aggressive promotion and marketing

campaigns, to ensure New Zealand reaps the benefits of its location in the world's fastest growing tourism market, the Asia-Pacific region.

New Zealand already enjoys consistently high growth out of Japan and Germany and a major slice of the Australian outbound market. The United Kingdom is a well-established tourism market for New Zealand, which continues to offer very good potential. Asia is seen as a market with outstanding growth potential, as is the American market. The NZTB has dramatically increased resources and is opening new offices in these markets to further stimulate this growth.

To meet the needs of three million visitors annually by the year 2000, capital investment of about £1.7 billion will be needed for transport, accommodation and other facilities. This represents a major opportunity for investors.

Investment opportunities in existing tourist locations, as well as new regions being discovered by international visitors, include

Andrew Adonis on the impact of social reforms

Shock of a shake-up



Simon Upton: we will have to contain spending to survive'

Smith speaks approvingly of England's grant-maintained schools, and wants to create similar "private schools without fees" in New Zealand.

Health reform is driven by the same desire – and UK models – for separating "purchasers" from "providers" and evicting politicians from the detail of public sector management. The country's 14 integrated area health boards are being replaced by full appointed regional health authorities which will buy services from between 20 and 25 "Crown Health Enterprises", each of which will run a general hospital plus a range of ancillary services.

Unlike Britain, the model is not to be extended to primary providers, but in New Zealand they were only ever partially absorbed into the "free" national system, and the government has contented itself with removing entirely the subsidy paid for visits to GPs by above-average income earners. They must now pay the full cost – averaging around NZ\$30 (69) – for such visits.

Gone, too, are most remaining universal welfare benefits, including a significant reduction in payments to pensioners. Most controversial, though, are new part-charges for hospital visits, introduced earlier this year. Labour and leading health practitioners say this is the first step towards fully privatised health care.

Mr Simon Upton, the health minister, vigorously refutes such claims. "Our agenda is simple: to cope with the fact that we are a heavily indebted country that will have to contain spending to survive," he says.

Today the public sector transition has been far from painless. In particular, the government's termination of collective contracts for teachers has led to strikes and virulent protest. Teacher unions see the move as an integral part of ministerial designs to shift all state funding, and with it control of teachers pay and conditions, down to schools. This is undeniably the case, say the critics.

To an outsider, the welfare reforms look positively revolutionary. But Mr Upton insists: "The only significant political debate in New Zealand is whether governments of whatever party will be able to resist calls for a social dividend from growth." For the government, debt reduction must have first call: doctors, teachers and union leaders have other ideas.

hotels, golf, ski and activity-based resorts, convention centres, spa developments in geothermal regions, exclusive fishing and hunting lodges, and backpacker and budget accommodation. In addition, investment opportunities exist in the transport and activities/attraction sectors.

The potential for visitor growth to New Zealand is real and the opportunities for investors are exciting. For further information, please contact:

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THE MAORIS' GRIEVANCES

They 'need a place in the sun'



Maori children dressed in traditional costume for a ceremonial occasion

IN A bid to settle grievances that have strained relations with the Maori people since the signing of the Treaty of Waitangi with the UK in 1840, the New Zealand government is painstakingly working through hundreds of land claims. The aim is to achieve a "full and final settlement" by the turn of the century to try to bring about greater harmony.

The land issue is the most graphic sign of problems between Maori and other races in New Zealand. But there are other difficulties, such as Maori bitterness over the enormous influx of Polynesians from neighbouring Pacific territories. There are now 20,000 more people from Polynesia living in Auckland than Maoris; Polynesians will also soon outnumber Maoris in Wellington. Largely unskilled, they tend to compete with Maoris for jobs and live in similar state housing areas.

Apparently due to peer pressure, Maori children tend

to leave school at the earliest opportunity, a point being addressed by the government which raised the leaving age for all races to 16 in the July budget.

Maoris form a disproportionate percentage of people in jail: a figure possibly related to their higher than average level of unemployment. Efforts are being made through work schemes to tackle their lack of skills.

Their leaders retain confidence that some of the Maori economic problems will be settled through the hearing of claims over the Waitangi Treaty. This has already seen the Maoris receive a substantial share of offshore fishing resources, as a direct result of the previous Labour government's backtracking on all claims to 1840.

The land issues have been more contentious, especially a controversial claim by the Ngai Tahu tribe for most of South Island.

As privately-owned land is outside

any claim, in effect this is a claim for all government land, most of which was transferred to state-owned enterprises. The Ngai Tahu people have to date received around NZ\$35m from their claim through a land bank procedure. It is hoped this could lead to a settlement of all their claims within a year, possibly netting them NZ\$350m. In such cases the Maoris tend to invest the money, often with the target of creating work for their people. In the North Island

protracted delays in reaching settlements have led to isolated incidents such as the burning of a farmer's home recently after he sought higher compensation than the government was prepared to pay over a disputed parcel of land.

Mr Doug Graham, minister of justice, hopes the claims will have the effect not only of improving race relations but also of letting Maoris "out of the dependency mode where they've been for much too long. They need to take their

place in the sun like everyone else." He says "durable solutions are being achieved when both sides think a deal is fair."

"In the past the Maoris never had that opportunity. They were just told: 'This is how much you're going to get, and you're damn lucky to get it.'

"What the Maori people want is something that gives them a leg up to where they were before the expropriation took place."

Terry Hall

IMMIGRATION

Britons are targeted

movement as there is in Australia.

From the 1960s New Zealand received increased waves of Polynesian migrants as the country struggled to find unskilled labour for its protected industries. With the dismantling of protection since 1984, many are now unemployed. Most Polynesians now gain admission through family connections, although overstaying by island people on holiday, or with expired work permits, is a continuing problem for the authorities.

Under the new system, people interested in buying an existing enterprise, or seeking a top position to manage the changes now under way in the country, will be keenly sought.

Among others, this policy has led to the recruitment of Dr Peter Troughton, the former Telecom head who is now a senior government adviser on health, and Ms Angela Griffin, the new Wellington city manager.

A second target group is people loosely described as wanting to "take a chance with a new initiative, or doing their own thing, or in competing for management positions." The British initiative has had a good response: in the first few days 600 applied for information from New Zealand House. A simple points system is designed to tell intending migrants quickly of their acceptability.

Under the new system, people interested in buying an existing enterprise, or seeking a top position to manage the changes now under way in the country, will be keenly sought.

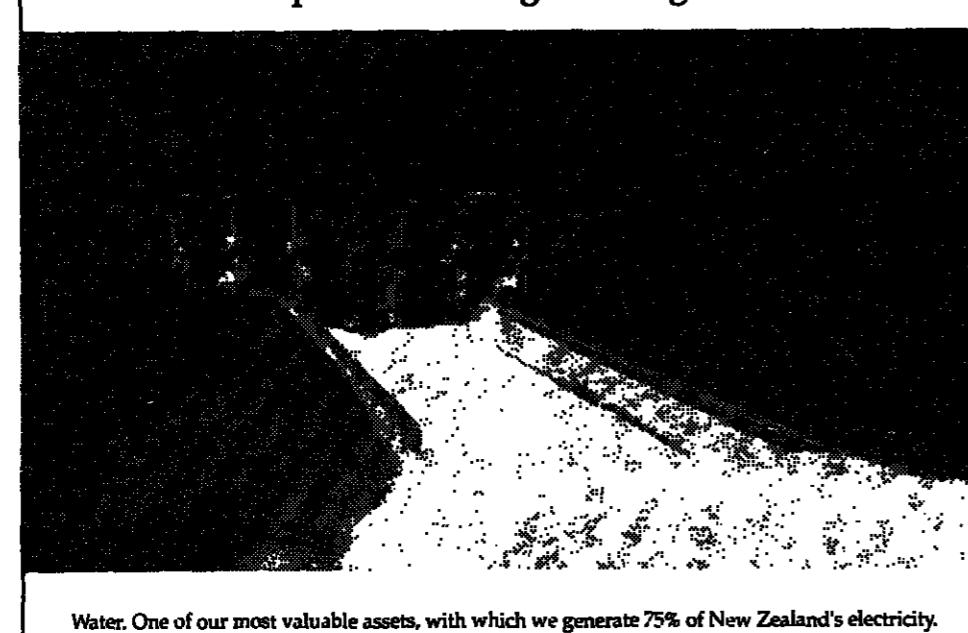
Over the past year, the number of migrants from Britain appears to have reversed a declining trend – it is believed that the complex admission systems were a great handicap.

A total of 3,547 British migrants received residence permits in the year to June 1990, 16.19 per cent. In the year to June 1991, 3,575 people settled from the UK (16.58 per cent) and in the year to June 1992, 3,267 – 16.92 per cent – have been accepted. Under the new policy this number is expected to grow over the coming months.

Europe is also targeted (from the New Zealand embassy in Bonn): 5.54 per cent were accepted in 1990, 7.16 per cent in 1991, 6.72 per cent to June this year. The rest of the world provided 17.16 (78.27 per cent) in 1990; 19,209 (73.26 per cent) in 1991, and 14,745 (76.36 per cent) to June this year.

Terry Hall

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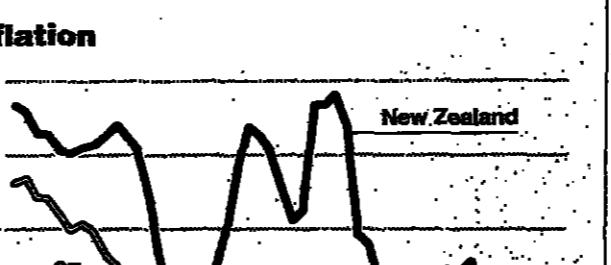
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Profile: IAN DONALD

Challenge that could not be turned down

AFTER SEVEN difficult years in charge of the restructuring of pulp and paper group, Fletcher Challenge Canada, Mr Donald seemed a surprise choice to be recalled to Auckland to become chief financial officer for its parent – New Zealand's biggest company.

With revenues of US\$6bn, Fletcher Challenge has substantial overseas investments in Australia, Brazil, Chile, Canada, Britain and the US. Mr Donald's original term had been extended by two years. It was expected he would stay in Canada till the company returned to profit after the losses of the past two years.

Mr Donald is the last remain-

ing senior executive of the old Wellington-based Challenge Corporation which merged with Fletcher Holdings of Auckland in 1981. After the transfer of the head office in 1987 from Wellington to Auckland, senior Fletcher people increasingly dominated its management. Yet, had the merger not occurred, Mr Donald seemed earmarked to succeed Sir Ron Trotter as chief executive of Challenge, the country's biggest rural group.

As financial officer, he succeeds Mr David Sadler, one of the country's most popular business figures who had held that post, first with Fletchers and then with Fletcher Chal-

lenge, for over 20 years.

Mr Donald dominates any group. He is 66, sin, powerfully built, with a booming voice. He was born in Liverpool in 1941. His doctor father, who was serving with the Eighth Army in North Africa, sent his young family for safety to Canada and then South Africa. When the family was reunited after the war, they emigrated to New Zealand. Mr Donald worked on farms for three years before deciding he needed better qualifications.

After completing degrees in commerce and accounting, he gained qualifications in farm accounting in England and agricultural economics at Michigan State. He joined Challenge Corporation in 1972, becoming head of the rural division of Fletcher Challenge in 1981. As head of the company's operations in Canada from 1987, he oversaw the merger between British Columbia Forest Products and Crown Forest Industries to form Fletcher Challenge Canada, and the C\$1.4bn upgrade of its plants.

The company's sales total US\$2bn, but because of the recession profits have been erratic. In 1988 the group earned US\$250m after tax, but it incurred a US\$220m loss last year, with a similar result expected this year. Mr Donald says he is very bullish about the industry and prices should pick up as the slow economic recovery gains pace in key North American markets.

Terry Hall

Terry Hall on the rise of Fay, Richwhite

Financiers with the highest profile

MERCHANT bankers Sir Michael Fay and David Richwhite are symbols of the successes of the economic reforms launched under the Labour government from 1984.

Their company Fay, Richwhite has been at the centre of much of the state asset sales either as adviser, facilitator or financier. They have been involved in many corporate mergers and takeovers. Last week they agreed to sell their 27 per cent holding in Bank of New Zealand, which has been acquired by National Australia Bank.

Fay, Richwhite has a vigorous, fast-growing operation in Australia and is also represented in money market operations in Britain, the centre of its European operations.

In New Zealand's list of wealthy people, the two regularly feature near the top. Sir Michael has become something of a national folk hero through his dogged attempts to win the America's Cup: twice on the water and once through a special challenge and ensuing protracted court actions in New York.

The two have been partners since 1976, and both are 43. Sir Michael, a lawyer, met Mr

Richwhite in the early 1970s when both worked for a pioneering merchant bank, Securitibank. The pair have a reputation for good timing: both resigned to set up their own business well before Securitibank's collapse in December 1976.

Only once have they been caught out when they rushed to buy the stake in the Bank of New Zealand in 1989. The bank later discovered it had massive

bad debts totalling NZ\$1.4bn in Australia, and Mr Richwhite has said they failed to do their homework properly.

Early days for the partnership were difficult: the two operated from a tiny office and experimented with property speculation, financing restaurants.

However, they prospered from the early 1980s when controls were put on interest rates as part of a freeze. As early supporters of the Labour government of Mr David Lange

and Sir Roger Douglas, they helped set in motion the reforms of the Rogernomics years, and are quick to say they made a fortune out of being the first, and for a time the only, players in the Euro-Kiwi financial markets which took advantage of the lifting of controls on currency and investment.

Their company took an active role in advising the government on possible asset sales. They handled the biggest sale of all, Telecom, to Bell Atlantic and Ameritech for NZ\$1.2bn in 1989. Also being responsible for Telecom's international public float last year.

Both men are now seen as key figures in the Auckland establishment. They are personally charming, attributes which have helped them rise to the top of acceptability from running what was considered a fringe operation in a remarkably short period of time.

Sir Michael has the high profile: Mr Richwhite is cast as the backroom boy who makes sure the company and all its deals run smoothly. Fay, Richwhite is New Zealand's most prominent financing organisation, and appears determined to stay that way.

Profile: PAUL COLLINS



Paul Collins: a walking encyclopedia on British hotels

Cautious winner at Brierley

PAUL COLLINS – as much as anyone – wants to see a strong revival of the UK economy and its tourist industry.

The man who spearheaded Brierley Investments' purchase of the British hotel group, Mount Charlotte, now faces pressure to prove to a somewhat sceptical New Zealand investment community that it was a good move. The purchase in 1991 represented Brierley Investment's single biggest investment, and was seen as a declaration that Mr Collins, not founding chairman Sir Ron Brierley, was now running the company with the support of Mr Bruce Hancox, the executive chairman.

Mr Collins, who has been chief executive of Brierley Investments since 1983, was enthusiastic about Mount Charlotte and its management team led by Mr Robert Peel from the time BIL bought its initial stake in 1987. To address the balance-sheet strains, Brierley this year sold its other major British investment, Tover Kemley and Millbourn, the car group, arguing it was now a mature investment. TKM was restructured over much of the previous decade by Mr Reg Heath, its chief executive, with full BIL financial support.

Mr Collins says that caution is among his personal weaknesses, along with perfectionism. He has imposed disciplines, especially on financial reporting, on the company, and as one of its largest individual shareholders, he is determined to see it succeed. He has a reputation for being single-minded. "I make no apologies for being tough. There are no rewards for second prize, and every transaction must be done to the best extent you can," he says.

Since the coup, Brierley Investments has been accused of lacking Sir Ron's vision. Confusingly, both Mr Collins and Mr Hancox argue they run the company on Sir Ron's guiding principles. Sir Ron still provides some input on the board and runs the Brierley subsidiary GPC, which has BIL backing.

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Terry Hall

IMMIGRATION: NEW ZEALAND

Recent reforms to New Zealand Immigration Laws and Policies aimed at attracting quality migrants from a wider catchment of countries have meant that a guaranteed job offer is no longer a requirement for being approved for residence. Applications for permanent residence may now be made under four major categories: General, Business Investment, Family and Humanitarian.

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NEW ZEALAND'S political and trading relationships with Australia have undergone striking changes since the signing of the closer economic relations pact a decade ago. Today they are major trading partners, with increasingly close links in defence, aviation, customs and police.

It was not always so. For though both countries had similar British origins and links in war, migration flows (New Zealand is much closer to the main Australian population centres of Sydney and Melbourne than these are to Perth in West Australia) and similar democratic systems, both jealously guarded their independence.

New Zealand, as the more Anglophile of the two, retained closer trading relationships with Britain after it joined the EC. Australia, the stronger economy, increasingly looked to Japan and Asia. Enthusiasm for closer economic relations was stronger in New Zealand. Signing of the CER agreement succeeded because of the enthusiasm of Mr Hugh Templeton, National's trade minister, and Mr Doug Anthony, Australia's deputy prime minister and leader of the minority Country party, both frustrated at the slow progress of Nafta, the previous trade pact.

Today it would be difficult to imagine any serious rupture in the CER agreement as it has produced significant benefits to both countries. Yet the fragility of the relationship was shown last month when Mr Don McKinnon, New Zealand's deputy

prime minister, needed considerable diplomatic skills to defuse a strong move within the governing Australian Labor party and the ACTU, the trade union organisation, to impose work permits on New Zealand workers who were allegedly working outside the union movement for cut price wages, and not paying Australian tax.

As seen from New Zealand, the issue was a crucial one, and struck at the heart of CER, as an open and free labour market was seen as a vital component. Work permits had never been needed between the two countries, and the issue, initially sparked by the Australian Shearers' Union, seemed trivial.

In his talks with Australian ministers Mr McKinnon hinted delicately that New Zealand could retaliate with reciprocal requirements. This could have profound effects on major Australian companies in the banking, insurance and manufacturing industries which have recently moved to dominate some sectors of New Zealand business.

Disrupting the free movement of labour; Mr McKinnon warned, could act to the

ultimate detriment of the Australian economy. Mr McKinnon, who has excellent relations with senior labour figures, succeeded in his mission with an agreement that tax matters would be investigated. But the matter left a feeling of nervousness in New Zealand government circles that a relatively minor issue, whipped up by trade unionists, got as far as it did in nearly undermining CER.

There is also some concern in Wellington that the review of CER, due this year, seems to be making very slow progress. It is concentrating on a number of issues, including making it easier to trade, travel (where some progress has been made) and to invest in and work between the two countries. The review is also supposed to consider such questions as a new double tax agreement which would facilitate the payment of imputation, or tax on shares in companies in the two countries.

Widespread publicity in Australia about the success or otherwise of New Zealand's economic reforms, especially in curbing union power and cutting wage agreements, has antagonised some Australian ministers in the Labor government who,

judging from recent speeches, seem keen to stop the spread of what is known in Australia as "the New Zealand disease".

Both Mr McKinnon and Mr Jim Bolger, the prime minister, are expected to concentrate their efforts in the coming months on trying to play down ideological differences with the Australian government and return to the warmer relationship that existed between 1983 and 1991 when both countries had Labour governments.

During that period, the reformist New Zealand government of David Lange swept aside a vast array of controls on the economy, including relaxing ownership rules on companies. This led to a rush of Australian investment, which accelerated after the 1987 share market crash as share values plummeted in New Zealand.

The strengthening business links became apparent in May and June when the Australian government was seen in Wellington to have shown considerable flexibility to the New Zealand position in establishing its new aviation policy. The first step in this was to create a single aviation market between the two countries, while New Zealand needed to move to protect the interests of Air New Zealand, in which Qantas is a substantial shareholder.

Politically, there remains considerable public disquiet over the signing of a NZ\$2.4bn agreement by the Labour government in 1988 under which the Australians are to build two frigates for New Zealand. Costs have risen by 31 per cent already, and a government committee has expressed reservations about the wisdom of the deal which was supposed to have been bought much more cheaply from British or European shipyards.

While overall trade statistics show that trade between Australia and New Zealand is broadly in balance, that reverses the situation from the 1970s when Australian manufacturers dominated. New Zealand exported \$2.1bn worth of goods to Australia in 1990-91, the latest year when figures were available. This was a 1 per cent drop in 1990 figures, and represented 17.9 per cent of all New Zealand exports (compared with 18.9 per cent in 1990). The drop was

due to recessionary trends in Australia. New Zealand now supplies 4.7 per cent of all Australian imports. Australia has increasingly drawn ahead of Japan, the EC and the US to become New Zealand's most important market, taking 52 per cent of the country's manufactured goods. It is estimated that, thanks to the economic reforms, currency changes, lower wage and industry costs, New Zealand companies enjoy a 25 per cent cost advantage over their Australian counterparts.

From the New Zealand perspective, there are several worries over the future of the agreement. These rest on the need to maintain the present competitive advantage; uncertainties of how far the Australian tariff reduction reform programme will go and what effect this will have on exports of top quality New Zealand apparel and garments. On the positive side, it is now widely acknowledged in business circles that barring unforeseen political problems, the two countries will inevitably grow increasingly close, leading to the hoped-for single market.

Among business people, there is also growing talk of eventual political union, with New Zealand in effect becoming a state of Australia. However, this is unlikely to happen quickly. Older New Zealanders – and the present generation of politicians – will not rush to give up their notions of independence.

Terry Hall

Angela Wigglesworth salutes a growing reputation for fine wines

Just right for British palates

A GRAPHIC indication of the meteoric rise over the last decade of New Zealand's reputation for fine wines is that there was no mention of them in Hugh Johnson's encyclopaedic book published in 1986. Not until the 1980s did New Zealand wine begin to have international status: in 1981 exports to the UK totalled 37,800 litres; 10 years later they had jumped to 2.2m litres. For the 11 months to June this year, the figure is 3.3m litres.

While domestic wine sales are expected to fall from over 41m litres in 1990-91 to 39m litres in 1991-92 (last year's budget curtailed retail spending and raised wine prices through increased excise duties), exports have grown by 21 per cent in volume and 32 per cent in value over the same period. White wine accounts for 88 per cent of output, red wine (growing at the fastest pace) for 11 per cent, sparkling wine 4 per cent and fortified wine 2 per cent. The UK, which takes 42 per cent of the country's wine

exports, is New Zealand's biggest market.

"More people in Britain are becoming aware that New Zealand makes wine that is of high quality and sells it for just under £5 a bottle," says Ms Vicki Bishop, UK manager of the New Zealand Wine Guild, a group of export wineries established last year. The range is large for a relatively small country, and, at the guild's annual tasting in London this year, visitors were able to try 200 different and many award-winning wines – Sauvignon Blanc, Chardonnay, Chenin Blanc, Riesling, Cabernet Sauvignon and Pinot Noir – from 48 of the country's 100 or so wineries.

The main wine-producing areas – the most easterly in the world – are in north-west Auckland, the Bay of Plenty, Gisborne, Hawke's Bay and Martinborough, the Canterbury Plains, Nelson, Central Otago, Marlborough, the Wairau Plains has become one of the 10 great wine-producing

regions in the world and the largest in New Zealand. It is hard to believe the first grapes were planted here only in 1973.

But wine-growing in other parts of New Zealand goes back 140 years: Mission Vineyards at Hawke's Bay dates from the settlement of French missionaries in 1851. Cortiains in Henderson was established in 1902 and Te Mata in 1909. Many winemakers and growers are third and fourth generation descendants of European immigrants who brought the skills of winemaking with them.

Montana, for instance, was founded in 1944 by a Dalmatian immigrant Ivan Yukic and now has 890 hectares of vineyards yielding up to 15,000 tonnes of grapes. With a 1,000-tonne winery crushing an estimated 45 per cent of New Zealand's entire grape crop, it is the largest winemaker in the country.

The most successful winery, says Bob Campbell in his New Zealand Wine Annual, is Cloudy Bay whose Sauvignon

Blanc "developed cult status almost immediately after the release of the first vintage in 1985 and has remained highly sought after ever since." Mr Kevin Judd, a wine-maker who was born in England but left when he was nine to live in Australia, told me, over Vivaldi's music in the winery, how the company began: David Hohnen, the Western Australian winemaker, had "got success with his reds, wanted to make whites, but wasn't getting the right quality."

In 1984, four New Zealand winemakers dropped in to see him, produced a bottle of their Sauvignon Blanc which so impressed him that within a year Mr Hohnen was in New Zealand having a look round. "In 1985 he offered me the job of winemaker," says Mr Judd, "and we set up Cloudy Bay." Today around 90 per cent of its wine is exported round the world where it is pre-sold before delivery.

Another success story comes from the three Nobilo brothers,

the second generation to run their family winery, Nobilo Vintners, which is nearly 50 years old. Last year they signed a NZ\$3m contract to supply 15m quarter bottles of their Poverty Bay Chardonnay to British Airways. The deal boosted New Zealand wine exports by 6 per cent and made BA the first airline to serve non-European wine on its European flights, according to Mr Peter Russell, BA's public affairs manager.

New Zealand's only méthode champenoise specialist is Mr Daniel Le Brun, a 12th genera-

tion champagne maker from Epernay in France, who came to Marlborough in 1979, bought 35 acres and opened the winery six years later. "He came looking for a hillside and found this," his wife, Adele, who comes from Cumbria and is the winery's marketing manager, says. "This was, indeed, a hillside and Mr Le Brun dug deep into it to create the only underground cellar in New Zealand to provide him with a naturally cool environment for maturing the wine."

"Everyone thought he was completely round the twist."

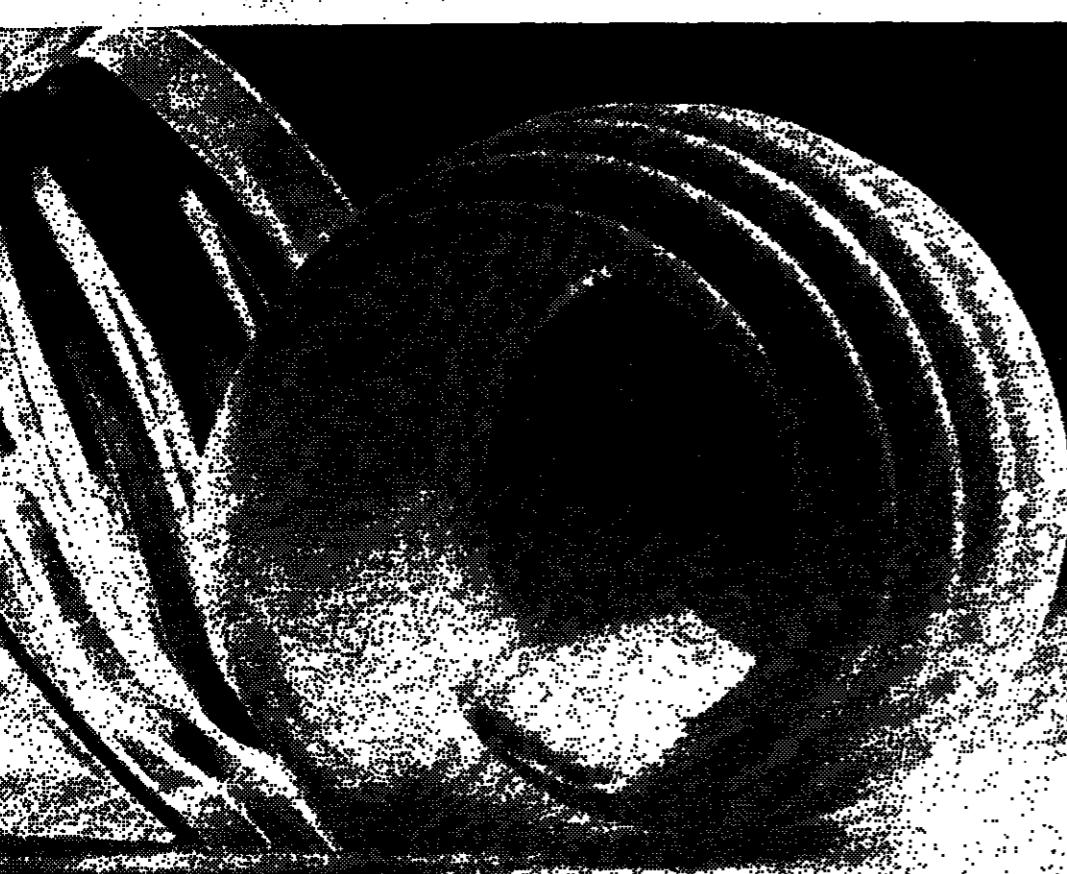
Adele says, "but it's worked." Many vineyards have introduced Visitors' Tours and Trails (one company runs a "de luxe scenic wine trail with white water rafting" two-day package) and there are at least 10 local wine and food festivals.

The largest is in Marlborough, sponsored by Air New Zealand, which also offers a wide selection of New Zealand wine on its aircraft, changing the wine list quarterly to bring innovative local winemakers to the fore. Their festival, held every February on Montana's Brancott Estate and now in its ninth year, is so popular that a hectare of grapes has just been pulled up to make more room for its 14,000 visitors.

"You can sample a glass of the best Sauvignon Blanc in the world, while relaxing on a hay bale enjoying the musical entertainment in the sun," says Mr Mike Blair, the festival's enthusiastic co-ordinator, adding that a pink and blue toilet built specially for the Queen's recent visit to the area but never used, was now the festival's information centre.

Avery, the Bristol shippers, wine merchants and agents for Nobilo, was one of the first to

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Rt Hon J B Bolger
Prime Minister

We are poised to take advantage of the dynamism of the Asia-Pacific region; in doing so, we offer opportunities to business partners and investors from our region and beyond. In many ways, our economy complements those of our neighbours in East Asia. We enjoy abundant natural resources and a pleasant way of life in a beautiful country. We also boast a skilled workforce with a flair for innovation in high-technology applications, and an efficient transport and communications infrastructure. New Zealand and Australia in effect form a single market, and our government and business community are rapidly developing close linkages throughout the wider region. Recognition is growing of the benefits of New Zealand as a place to do business, not only as a market in its own right but by virtue of its strategic position on the threshold of the most rapidly growing region in the world.

In order to develop our potential in these markets, massive investment will be required. The New Zealand government welcomes investment from abroad, which fits in well with our general economic philosophy of openness and integration with the international marketplace. Foreign investment is important as a complement to trade and a vehicle for the transfer of technology and know-how. Our approach to investment relies on a simple, liberal regime and our underlying economic strengths; the government sees no need to offer special incentives. It is becoming increasingly evident that international investors appreciate the advantages of doing business in an environment where their prospects are not subject to the distortions that arise from ad hoc government actions.

I invite the readers of this supplement to re-think some of the longstanding perceptions of New Zealand. Our traditional strengths in agriculture remain, and should be enhanced through a successful conclusion to the Uruguay Round of GATT negotiations. But we have been applying our talents to luxury products like wine, to niche manufacturing, to knowledge-intensive industries like software, to a wide range of services, as well as to value-added resource-based products. The essential success factor in this resurgence is the "can-do" spirit of our people. We face the future with confidence, and we are happy for our friends to have a share in it.

PROCEDURES FOR INVESTMENT IN NEW ZEALAND

New Zealand operates a simple and liberal procedure for approving investment from overseas, with no consent required in most cases for investments less than NZ\$10 million and routine approval in most other cases. Special conditions apply for rural land and commercial

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The publication "A Guide to Making an Application under the Overseas Investment Regulations 1988" is available from New Zealand overseas posts or the Overseas Investment Commission which administers the regulations.

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NEW ZEALAND 6

TOURISM

Target trebled after visitors top 1m

IN VICTORIAN times, New Zealand's early tourists flocked to see the famous Pink and White Terraces near Rotorua in North Island until this landmark was destroyed by a volcanic eruption in 1886. Today, most tourists go to New Zealand for its scenic beauty and the innumerable outdoor activities it offers.

For the first time in the year ending April 1992, visitors topped the million mark with 1,015,589 international arrivals mainly from Australia, the US, Japan, the UK and Germany.

"This puts the tourism board right on track for reaching its target of 1,123m visitors by the end of 1992," says Mr John Banks, the country's tourism minister.

Last year, the government formed a private sector-managed tourism board. Of its budget of NZ\$80m, the government provides NZ\$20m, with a further NZ\$20m to be awarded, so long as the commercial sector matches the sum, which it is on target to do within the year.

"This is three times the amount we have previously had and it provides us with a wonderful opportunity," says Mr Norman Geary, chairman of the tourism board. "We are telling airlines, tour operators and others involved in the New Zealand travel scene that we are going to put more money on the table to help them, but they have also got to make funds available. The more costs are shared, the more benefits there will be for those who contribute towards them."

Tourism currently generates NZ\$60m (around £30m) a year, the largest single amount of overseas income. In a comprehensive strategy for growth, the board has set out its plans up to the end of the decade. Its long-term aim is to attract 3m visitors by the year 2000.

That is a staggering figure since it is about New Zealand's present population. But the benefits to the industry and economy generally of achieving this target, says Mr Geary, would be NZ\$5.7bn in foreign exchange earnings with 270,000 jobs in tourism, double the present figure.

Was there not a danger that that many visitors would destroy the very things they came to see? Mr Ian Kean, the tourism board's chief executive, admits that if there is too much growth, the environment will suffer. "Growth must be managed carefully, sensitively and correctly," he says. The board works actively with the Department of Conservation and the national parks to ensure visitors do not spoil any natural attractions.

Investment opportunities exist in abundance, says Mr Kean, and the tourism board work as a catalyst "with anyone to make things happen".

The board has begun a series of investment seminars in

some of the world's main markets to promote opportunities in New Zealand. One has been held in Singapore and others will follow in Britain, Japan and Korea. The campaign, the board hopes, will help shatter the myth that New Zealand is clean, green but boring.

This year, too, Auckland has broken a northern hemisphere grip on a million dollar-a-day business by winning a bid to host the 1994 world conference of the Society of Incentive Travel Executives. About 300 travel planners, controlling budgets totalling more than NZ\$1bn a year, will see what New Zealand has to offer.

Ask most visitors what they like about the country and the answer is likely to take in the unspoilt landscape, the cleanliness of the cities, the unpolluted air, the friendliness of the people, the Maori culture. You can find the scenery of the whole world in New Zealand, packed into the country the size of Britain: snow-topped mountains, rainforests creeping to the feet of glaciers, turquoise lakes and rivers, wide plains, floras, fine beaches, steaming mudpools and geysers.

Older people may like to experience these from the comfort of a car or coach (there are many organised tours). But now, with the introduction of lower-cost charter flights, more young people are able to get to New Zealand and the 24-35 age group - who walk the long-distance tracks, swim with dolphins, go whale watching, bungee jumping, river rafting and skiing, to name a few of New Zealand's many sporting activities - has become an important target market.

Uncrowded roads make for easy driving but InterCity coaches and trains are comfortable (some have sheepskin seats), clean and punctual. Bus drivers and train guards give cheerful commentaries. Devon cream teas are served on the Tranz Alpine Express as it climbs the spectacular Southern Alps, and you can

Angela Wigglesworth

AGRICULTURAL exports, including fish, are playing a major role in returning the New Zealand economy to better health. While a 10 per cent currency devaluation over the past eight months has been significant, exporters' confidence has been buoyed by the growing international acceptance of New Zealand products of all types.

The primary producing sector was hardest hit by the economic reforms between 1984 and 1990. A combination of a high exchange rate and interest rates that sometimes hit 25 per cent forced many farmers to leave the land.

A remarkable return in farming confidence has followed the arrival of minimal inflation, coupled with more competitive

Dairies are the bright spot, while exports have improved

Patchy recovery on the farm

exchange and lower interest rates.

But it is a patchy recovery. Sheep farmers, while better off, are still struggling. To be profitable the average farmer needs a return of NZ\$40 for lamb but he is getting only NZ\$22, according to the Meat and Wool Board's economic service.

Yet viewed across all farming sectors, profitability is rising. The rate of return on total farm capital has historically been in the range of 2 to 4 per

cent for sheep and beef farms. But the top group of farms (12 per cent) now return a return of 10 per cent or more on capital and 34 per cent of farms achieve a return of between 5 and 10 per cent.

The major characteristics of the top farms are high stock performance and more live-stock units per person. Mr Rob Davison of the Meat and Wool Board's economic service says gross farm incomes could be boosted by a third over the next five years, which would restore profitability to the levels of 15 years ago.

The tough times that New Zealand farmers have faced are reflected in the fall in the numbers of animals farmed. In 1981-85 New Zealand exported 40m lambs, but this year only 26m will be available. In 1982 there were 13m more sheep and cattle on farms, and declining profits have forced many farmers to cut back on maintenance, allowing parts of many properties to start reverting to bush.

Despite this, a better-than-expected 1991-92 wool season ended on June 25 on a more confident note. Morale had been low at the start of the season after the suspension of the Wool Board's minimum price scheme left the board holding a stockpile of 565,000 bales, and prices were low due to the international recession and because of the absence of two major buyers, the Soviet Union and China.

However, China resumed buying again, and some improvement in world demand saw a gradual pick-up for the wool market indicator from 370 cents a kg in late November to peak at 535 cents in early June. Then prices weakened again, in line with falling international demand to 468 cents.

However, it was a considerable success to reduce the stockpile by around 156,000 bales: this was seen as a great achievement in a world recession.

New Zealand is the world's largest producer of crossbred wools, used in carpets, and is meeting success in selling to growing markets making hand-knotted carpets in China, India, Turkey and Iran. The industry hopes that a new marketing plan will boost real returns, which are at a 25-year low. Returns from sheepmeat have been good, and profitability is being boosted by a growing trend for added processing of carcasses before export. This year for the first time, more lambs will be exported in pro-

cessed form than in carcasses. The live sheep trade to Saudi Arabia has also been buoyant.

Beef prices, which hinge on

US demand, have eased due to rising worldwide production and recessionary trends which have seen intense competition from pork and chicken.

Exports to Korea and other parts of Asia are developing rapidly.

Dairying is the one really bright spot. Nine months ago there were serious concerns

within the industry that another low payout, similar to last year's \$3.75 a kg of milkfat

from the co-operative dairy board would force farmers to walk off their land.

However, an unexpected lift in demand from October saw the pay-out from the board rise steadily to end the season at NZ\$2.20, and farmers will receive additional payments from their local dairy companies which could see them earn \$8 a kg.

With forecasters expecting another good season, dairy farms are undergoing a resurgence of interest in some provincial districts, such as Southland and Canterbury, beef and sheep farmers are converting their properties to dairy cattle.

There is some nervousness over further trade reform and protectionism within the EC, as well as worries that EC export subsidies will increase.

However, there are hopes that the Gatt round can be satisfactorily settled, as an agreement could avoid a further round of negotiations over access to the

important British market. New Zealand's current access is restricted to 55,000 tonnes, but under the present proposals it could be lifted to 76,000 tonnes, the average for the three years between 1986 and 1988.

The dairy industry is meeting good demand for cheese and dairy powder in Asia, the Middle East and Latin America. A good wet season has encouraged farmers to boost output, and there is substantial investment in new technology.

Fishing has turned into a win-

ner, helped by a worldwide shortage of white fish.

This industry now accounts for 5 per cent of the country's exports.

Last year New Zealand's extensive 200-mile economic zone handled 2.5 per cent of the world's tinned fish catch.

In the year to December, it

earned 30 per cent more - at

over NZ\$1bn than in 1990, and

is said to be on target to do

even better in this calendar year. The fishing industry

New Zealand provides a window of opportunity for direct investment

The New Zealand economy is recovering. Areas of strong forecasted growth are forestry, food, tourism and specialised manufacturing and service industries.

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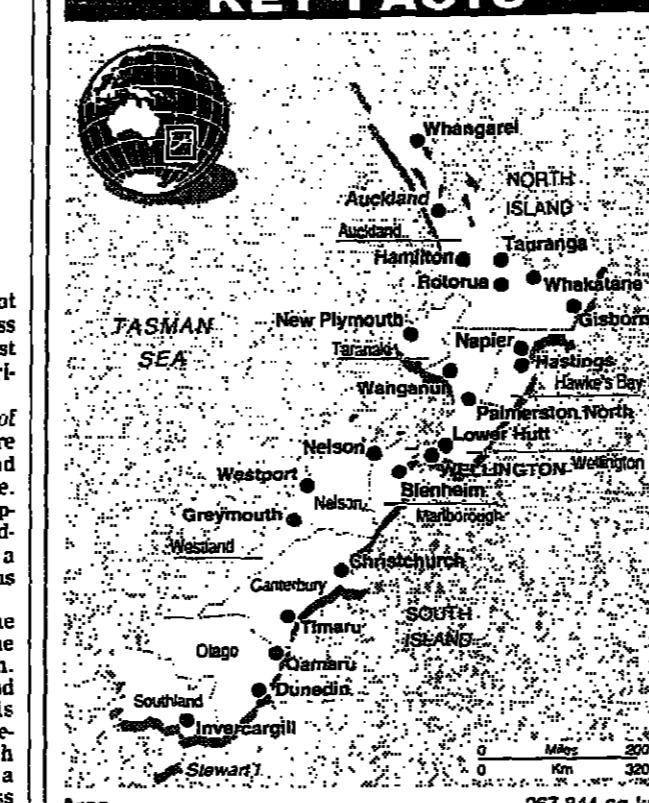
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KEY FACTS



Glacier skiing in the Mount Cook region of the country's Southern Alps

SPORT

A small nation's sense of self-respect

BY ANY standards, New Zealand is one of the great achievers in world sport. Its roll call of world champions and record holders, now and in the past, is impressive and out of all proportion to what might reasonably be expected from a country of only 3.3m people.

Its medal haul at the last few Olympics has been impressive. On a medal per population basis it exceeded that of any other country, putting this small south Pacific nation in the forefront of international sports.

It has also achieved great success in non-Olympic sports such as the Whitbread Round the World Yacht Race, where in the last event, after 24,000 gruelling miles, New Zealand yachts fought out an exciting climax to finish first and second.

International sports administrators and athletes sometimes ask why such a small country, with a population fewer than many large cities, excels in such a wide variety of sports, both as individuals and in team events.

New Zealanders take their sports seriously. When the national rugby team, the All Blacks, were beaten in the semi-final of last year's Rugby World Cup, millions of words were written and hours of tele-

vision time were devoted to analysing the defeat in minute detail.

Retribution was also swift. The selectors, coach, assistant coach, captain and several senior players - all deemed to have let their country down - were dropped.

In a few weeks, New Zealanders will vote in a referendum to determine the method of selecting future governors.

Fewer than one in 1,000 voters knows the meaning of the referendum alternatives. By contrast, only one in 10,000 does not know that the All Blacks were beaten by Australia by only one point in early July.

This means that every child and adult in the country has access to ample facilities in any sport they choose. People of all ages are actively encouraged through government-backed community service TV advertising to "have a go" and participate in some sporting activity.

Without financial support, top-line individuals or sporting bodies would not be able to compete in international events to the same extent as they do now. Helping to meet some of the costs is the Hillary Commission, a government-appointed body which this year has NZ\$24m from lottery profits to fund sporting organisations.

While some of the funds will help to finance the Olympic team, a considerable amount of money is spread widely to encourage all types of sporting and leisure activity. Each year, hundreds of organisations benefit. Some grants are modest to help local sports clubs acquire or build better facilities. Grants can range from helping to build a new mountain hut for alpine climbers to providing equipment for a rural softball team.

The major objective is to

encourage all New Zealanders

of all ages to participate in

some form of sporting or leisure activity. For continuing sporting success, particularly

against larger, wealthier nations, has given New Zealanders confidence and a sense of self-respect.

the America's Cup.

One big disadvantage for world class New Zealand sportsmen or teams is distance. To compete in the northern hemisphere or the US where most world championships are staged is costly in time and money.

To send the country's equestrian team to the Barcelona Olympics will cost more than NZ\$250,000 (£20,000). Teenage girls, members of the hundreds of pony clubs around New Zealand, have contributed to the team's fund-raising. This is one sport in which the country has high hopes of winning a medal. The team includes Mark Todd, a champion rider hoping to gain his third successive gold medal.

The cost of sending the full Olympic team of 128 athletes will be more than NZ\$3m (£1m). Without financial support, top-line individuals or sporting bodies would not be able to compete in international events to the same extent as they do now. Helping to meet some of the costs is the Hillary Commission, a government-appointed body which this year has NZ\$24m from lottery profits to fund sporting organisations.

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The shoreline is the fifth largest in the world. With its numerous natural harbours, lakes and rivers, this is an ideal environment for water sports. The colourful sight of thousands of yachts on the sprawling Auckland harbour on summer weekends has earned it the title of City of Sails. Children aged 10 to 12, in specially designed small yachts, have their own competition races. These help to develop their skill from an early age.

The board says the industry has improved its competitiveness by 16 per cent in the past 18 months and believes the outlook remains promising.

Terry Hall



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